

CRANFIELD UNIVERSITY

GUY CHAMPNISS

**All for one and one for all:
encouraging prosocial behaviours through
brand-convened consumer groups**

SCHOOL OF MANAGEMENT

PhD THESIS

Academic Year 2012-2013

Supervisors:

Professor Hugh N. Wilson

Dr Emma K. Macdonald

May 2013

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**This thesis is submitted in partial fulfilment of the requirements for the degree of
Doctor of Philosophy**

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ABSTRACT

Academic and practitioner interest in sustainable consumer behaviour continues to grow. Yet the focus remains on marketing appeals based on awareness raising, perspective taking and concern. Whilst such an approach may be suitable for an established niche of committed consumers, it continues to be inappropriate for the majority.

Situated within the debates on consumer behaviour, prosocial behaviour, brand communities and social identity theory, this study proposes an alternative route towards sustainable behaviours. This study focuses on such behaviours via the brand's formation of 'pop-up' consumer groups, and the subsequent influences these groups can exert on group members.

Adapting aspects of social identity theory and self-categorisation theory, the study uses a novel field-based experiment to manipulate consumers into specific group structures (high/low group salience; normal/sustainable group goals) and measures the effects of these manipulations on prosocial behaviours both within and beyond the group. The effects on the consumer brand relationship are also observed.

The results show first that such rapid group formation can lead to prosocial behaviours. Second, the results show that social identification with the group mediates the relationship between group salience and prosocial behaviours, but does not mediate the relationship between group goal and prosocial behaviours. Hence, it is suggested that two distinct processes are at work: social identity influence and social norm influence. Third, the study shows that group manipulations increase the consumer brand connection. Fourth, the study proposes novel distinctions between money and time as tradeable consumer resources, and suggests how the context of the request for these resources may alter the propensity to give.

This study is the first of its kind to create a novel, minimal and temporary group within a natural consumer context, in order to encourage prosocial behaviour. The creation of these 'pop-up' groups provides an original contribution to both theory and practice.

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Getting to this point within the PhD process has been more complex and demanding than I ever could have imagined. It has involved huge amounts of soul-searching, self-reflection and sacrifices along the way. As the highest degree awarded, at times it feels like only a fool would take on this challenge. I'm not sure what that makes me, but the truth is that I would not be writing this now, had I not had the strong and constant support of a number of incredible people.

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I very much doubt either Frederick or Leafy have noticed any disruption in service during these three years, such is Ness's ability to keep everything running smoothly. But watching both of them grow in every way over the last three years, and witnessing their increasing enthusiasm and optimism for life, has helped me remain focused on trying to contribute in whatever way I can to making sure such enthusiasm for a better – a more prosocial - world is well-founded. So, Frederick and Leafy, I thank you too.

“How selfish so ever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others, and render their happiness necessary to him, though he derives nothing from it, except the pleasure of seeing it.”

Adam Smith, *The Theory of Moral Sentiment*, 1759.

"Let us try to teach generosity and altruism, because we are born selfish."

Richard Dawkins, *The Selfish Gene*, 1976.

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GLOSSARY

Brand attachment

A measure of the relationship between the brand and the consumer, focusing on the connection between the brand and the self (Park, Macinnis, Priester, & Eisingerich, 2010).

Group

'Two or more people who share a common social identification of themselves, or...perceive themselves to be members of the same social category' (Tajfel 1982).

Group goal

'The collective objective or purpose of the group', in this instance as communicated and shared by the convener of the group, the brand (Bagozzi, 2000).

Group membership

In this instance, the allocation to, and acknowledgment of, the group.

Group salience

'The heightening of an individual's awareness of their membership of a specific group due to the momentary potency of the forces towards or away from that group' (Glass 1964).

Indirect effects I

The proposed mediating effects of social identification on the relationships between the manipulations (group salience and group goal) and prosocial behaviour.

Indirect effects II

The proposed mediating effects of social identification on the relationships between the manipulations (group salience and group goal) and brand attachment.

Main effects

The proposed effects of the manipulations (group salience and group goal) on prosocial behaviours and brand attachment.

Meta-contrast ratio

The ratio that describes the perceived level of consistency within the social group. Specifically, the meta-contrast ratio is the mean difference perceived between in-group and out-group members, divided by the mean difference perceived between the in-group member and other in-group members. Thus a high MCR represents a more salient social category. (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987)

Minimal group

A group formed under the most minimal of conditions that will still result in in-group favouritism and bias (Tajfel, 1970).

'Pop up' group

A temporary and context-specific consumer group convened by the brand (author).

Prosocial behaviour

Behaviour that has positive physical or psychological outcomes for others, irrespective of motive (author). Derived from 'behaviour that has positive social consequences, and contributes to the physical or psychological wellbeing of another person.' Wispé (1972).

Prosocial behaviour 1

The giving of time to others within the group (including the brand).

Prosocial behaviour 2

The giving of money to others within the group (including the brand).

Prosocial behaviour 3

The giving of time to others outside of the group (the Charity Consortium).

Prosocial behaviour 4

The giving of money to others outside of the group (the Charity Consortium).

Prototypical members

Those group members who most embody the group stereotype i.e. those that perceive the highest meta-contrast ratio (MCR).

Psychological commitment

See social identification

Self-categorisation theory

How individuals assign themselves to specific social categories, based on a system of 'cognitive representations of self, based upon comparisons with other people and relevant to social action' (Turner & Oakes, 1986)

Social identification

'The individual perception of actual or symbolic belongingness to a group' (Mael & Ashforth, 1992). *Note: this is different to group membership, as defined above.*

Social identity

'Those aspects of a person's self-concept based upon their group memberships together with their emotional, evaluative and other psychological correlates' (Turner & Oakes, 1986).

Social identity theory

An explanation of inter and intragroup 'dynamic interaction' (Tajfel, 1979) and the 'large scale shared uniformities in social behaviour' (Turner & Oakes, 1986).

ABBREVIATIONS

- BA:*** Brand attachment.
- HGS:*** High Group Salience condition.
- LGS:*** Low group salience condition.
- MGB:*** Model of goal directed behaviour.
- NG:*** Normal goal condition.
- PSB1:*** Prosocial behaviour 1.
- PSB2:*** Prosocial behaviour 2.
- PSB3:*** Prosocial behaviour 3.
- PSB4:*** Prosocial behaviour 4.
- SCT:*** Self-categorisation theory.
- SG:*** Sustainability goal condition.
- SI:*** Social identification.
- SIT:*** Social identity theory.
- TPB:*** Theory of planned behaviour.
- TRA:*** Theory of reasoned action.

1. INTRODUCTION

Interest in consumer behavior that is considered ‘ethical’, ‘sustainable’ or ‘responsible’ continues to grow (Auger, Devinney, Louviere, & Burke, 2008; Carrington, Neville, & Whitwell, 2010; Pepper, Jackson, & Uzzell, 2009; Webb, Mohr, & Harris, 2008). However, despite considerable quantities of practitioner market research seemingly identifying a growing receptiveness to sustainability messages amongst consumers, sizeable risks persist for the firms and their brands that pursue these consumers, including damage to reputation (Stisser, 1994), loss of sales (Winston & Mintu-Wimsatt, 1995), loss of trust (Osterhus, 1997) and indeed damage to the brand (Luchs et al. 2010). The ‘attitude-behaviour gap’ (Kilbourne & Pickett, 2008) that persists in this consumer context means firms risk allocating considerable resources to products and services that simply fail to ‘find’ a market (Osterhus, 1997). This is not to say, however, that firms can choose not to engage on these topics. Increasing resource scarcity, potential legislation and mounting social pressure are becoming complex issues for the firm's operations, compliance and reputation functions respectively, and all three may look to the marketing function to better understand and stimulate consumer interest in sustainability.

This chapter sets out a rationale for research into possible alternative marketing-led routes towards more sustainable consumer behaviour, both from a literature perspective, and also from a personal perspective. The research context is then introduced, before presenting the research question. This is followed by a brief introduction to the conceptual model. The chosen methodology is then briefly discussed, as are the key findings and contributions to both theory and practice. This chapter ends with an overview of the remaining chapters in this document.

1.1 Research rationale

There are two perspectives for the rationale for undertaking this research: a personal perspective and a literature perspective.

1.1.1 A personal perspective

I came to the PhD programme in 2010 having held a number of strategy roles within one of the global marketing services groups. For the final four years of my work with the group, we were increasingly interested in our clients' focus on what sustainability in general, and sustainable consumer behaviour more specifically, meant or was going to mean for their brands and how they engaged with consumers. As head of strategy, I felt this represented not only an opportunity for the agency world to create a new service offering in advisory and consulting services, but that it could also lead to a reinvigoration of the agency-client relationship, as both parties tried to understand the changing landscape and how each could help the other.

However, after considerable desk and field research by the group, the typical approach appeared to be somewhat blunt. The most frequent use of marketing communications was to either tell consumers directly about the problems faced, hoping to awaken some sense of concern from the *consumer* and subsequent action, or to tell consumers specifically what the *business* was doing to try and address the issue (so as to ameliorate the concern and possibly increase loyalty or advocacy for the brand). Whilst this summary is simplistic, it serves to illustrate the point: that marketers seemed consistently reluctant to use the full resources of their brands to more effectively engage with their consumers in this context. A single explanation was offered up by agency teams and clients alike, to justify this approach: the subject matter was simply too serious to be addressed in any other way.

Most likely, marketers were also enjoying being consulted with in far greater detail by the other departments within the business, as appropriate responses and strategies were considered and shaped. However, it seemed to me at least, that marketing's response to being drawn into these conversations was to have the *same* conversations¹.

¹ This argument has since been made frequently by Rory Sutherland, Vice-Chairman, Ogilvy UK. He also argues that advertising agencies are now finding better access to the functions of the client's business beyond marketing, through adopting the more scientific language of the social sciences. https://www.youtube.com/watch?v=R9CtAx08TU4&feature=player_embedded. Accessed May 6, 2013.

That is to say, marketing seemed to lose its unique voice within the business in this context.

At that time, I felt this represented a colossal missed opportunity for marketing: at the one moment business potentially needed marketing to perform 'out of the box', it retreated to defining itself by the very departments that needed its help.

Therefore, I became increasingly interested in exploring other ways that firms could use their brands to engage consumers in sustainable behaviours. More specifically, I became interested in exploring whether 'sustainable' behaviour needed to be 'morally' or 'ethically' driven behaviour. If it needn't be, I argued, then surely these moral and ethical stances needn't be such a mainstay of appeals?

In making this argument, I came into contact with a lot of people who felt that such appeals *should* be predicated on such grounds; that somehow when in the realm of normative behaviour, the only acceptable (norm-congruent) approach is to heighten awareness of the norm, and that anything else is somehow disrespectful of the norm. This was not surprising. But what was surprising was that most of those who believed in this approach were within the advertising industry itself; an industry hardly known normally for its commitments to ethical and responsible behaviour. This further illustrated to me the paucity of novel thinking in this area, particularly within an industry famed for its creativity, insight and strategic counsel for clients. However, I remained convinced that key theories within social psychology could offer novel and easier routes to deliver such behaviours.

The specific trigger that led to the PhD journey and the research presented in this document came in the form of what I believed was a missed overlap within the social marketing literature and the brand community literature. More specifically, within the social marketing literature, a reference is made to the US auto brand, Jeep, and its commitment to a social marketing initiative in the US called Tread Lightly. The initiative (which has a number of corporate partners) champions the respect of the US countryside and, in the case of Jeep, teaches Jeep owners how to drive their Jeeps more responsibly off-road (regarding choice of routes, and general driving skills).

This commitment, the literature argues, constitutes an extreme case of social marketing, since it delivers no benefit to Jeep or its consumers. In fact, the literature adds that the initiative could result in damage to Jeep, as consumers choose not to buy a Jeep again, having become more appreciative of the US countryside.

However, when looking at the same initiative but within the brand community literature, it seems there is considerable value generated for Jeep consumers (through self-esteem, camaraderie and mutual respect) and indeed for Jeep itself (through increased loyalty and advocacy as a result of this initiative). Although essentially anecdotal (the campaign and its outputs were referred to only briefly in both papers), this missed overlap provided the impetus to look further at how behaviours that have positive social consequences need not be driven by social or environmental concerns, but could be encouraged by other means. In the case of the Jeep example, it seems likely that such concerns are not the primary motive for engaging in such behavior, but rather it is driven by a desire to gain more status within a strong and respected brand community. This led to further investigation into the mechanics and processes underpinning the effective functioning of brand communities. The potential to drive specific prosocial behaviours within such a community context seemed clear. Furthermore, very little research appeared to have been done in this area.

However, despite the prominence of both academic and practitioner literature around brand communities, I continued to have a concern. Brand communities were, I felt, only really available to brands that were well resourced, high-involvement or highly experiential (or indeed, all of these things). Thus, my interest moved to whether the core mechanics of a brand community could be stripped out and reproduced in another environment; one that could be focused on delivering prosocial behaviours, rather than all the other dimensions of value seen within brand communities.

The answer, it seemed, lay in a well-established body of research on social identity theory and self-categorisation theory. Although established to explore and understand profoundly negative social phenomena (racism, classism and prejudice more generally), these theoretical positions within social psychology provided evidence that the mechanisms that generate in-group behaviours (which in themselves are prosocial

towards the in-group) could be created within far simpler social structures (as shown within the ‘minimal group experiments’²). However, when discussing these theories within a professional context, it was a genuine reaction that I had become either a sociologist, or a socialist. The resistance to an alternative approach within the agency world was palpable. But this only stoked my interest to return with data and results to prove or disprove the point.

The question then became whether such mechanisms could be transposed to a consumer context, specifically the formation of consumer groups, and whether such behaviours could be encouraged – both within the group and indeed beyond the group. If they could, then I believed that this could form a significant contribution to understanding how to encourage consumers to engage in such behaviours in a variety of consumer-brand contexts. I also felt such a detailed study of such alternative mechanisms could play its part in helping agencies re-establish its relationship with clients, within such an increasingly important area (despite such a negative initial response). From a personal perspective, then, this is the rationale to undertake this research.

1.1.2 A literature perspective

As referenced at the beginning of this chapter, there is a considerable and growing body of literature that supports the increasing practitioner interest in sustainable, ethical or responsible consumer behaviour (Auger & Devinney, 2007; Auger, 2003; Bagozzi, 2000; Small & Verrochi, 2009; Stern, Dietz, Abel, Guagnano, & Kalof, 1999; Webb et al., 2008; Weber, 2004; White & Simpson, 2013).

However, theory development around consumer behavior in this context remains largely predicated on two core assumptions. First, that 'moral' or 'transcendence-oriented' values and attitudes (Groot, Judith and Steg 2009; Hirsh and Dolderman

² These experiments (e.g. Tajfel, 1970, 1971; Tajfel & Turner, 1978) identified and explored the minimal conditions required for groups to form, and for in-group favouritism to be displayed by the group members.

2007; Schwartz 1994) are prerequisites for consumer concern and engagement (Stern et al. 1999). That is, perspective taking and empathy are broadly regarded as essential antecedents to socially and environmentally positive consumer behavior. Second, that consumer attitudes and behaviors are formed in isolation. That is, the social context within which these processes occur is not widely accepted as relevant (Reed, Wooten and Bolton 2002), beyond the internalization of social pressures in the form of social norms in the Theory of Planned Behavior model (Ajzen 1991) and its relatives. Even in these instances, however, it is typically implied that social context is something that at best wraps around the individual, rather than permeating. That is to say, in the context of consumer behavior, the social is often considered an aggregated extension of the psychological (cf. Taylor & Brown, 1979), and there is little acknowledgement of the former actually adapting – or indeed augmenting – the latter within specific social contexts (cf. Tajfel, 1984).

It is argued here that these assumptions combine to obfuscate at least a partial solution to the persistently described attitude-behavior gap in consumer behavior around sustainability. This research sets out to explore whether it is possible to secure the behavioral outcomes that are sought, but without the supposedly necessary values and other attitudinal inputs. More specifically, it is proposed that social context - rather than purely the psychological – can stimulate consumer engagement and collaboration towards these sustainability goals.

Social context has already been shown to be influential on consumer behavior, via brand communities (Bagozzi and Dholakia 2002; Muniz Jr. and O’Guinn, 2001; Schau, Muñiz, & Arnould 2009), yet the focus has remained on ritualized behaviors within heavily-resourced and long-standing social structures that are beneficial solely to those within the community. Nonetheless, prosocial behaviours within these communities are seen, such as cooperation, collaboration and support (Muniz Jr. & O’Guinn, 2001). Such behaviours are also well documented within other social contexts such as organisations (Tidwell, 2005) or associations (Mael & Ashforth, 1992).

Moreover, where a specific goal of the community is focused on 'social good' (for example, Jeep US and its commitment to the Tread Lightly Initiative which respects the US outdoors, as referenced previously; Goldberg, Fishbein, & Middlestadt, 1997), such prosocial behaviors within the community (such as giving time and expertise to teach others to drive in way that respects nature) clearly have constructive impacts beyond it.

In this instance, using Social Identity Theory (SIT; Tajfel and Turner 1979) and Social Categorization Theory (SCT; Turner 1985), one could hypothesise that this level of consumer collaboration within the group (via Jeep's JeepFest communal weekends) is less to do with perspective taking and empathy for the environment, and more to do with adopting the social identity of the salient social category in an attempt to not only *become* part of the social group, but to become an *exemplar* within the group. That is to say, such behaviours may be motivated primarily by a desire to resolve the tension between wanting to be similar and validated as a group member on the one hand, but to also be positively distinctive on the other (Brewer, 1991). Furthermore, Social Identity Theory (SIT) and Self Categorisation Theory (SCT) would suggest that such prosocial behaviors - collaboration, cooperation and mutual respect - are not reliant on complex, well established community routines, but can instead occur with the minimum of group priming (Tajfel & Turner, 1979). These speculations on the role of social identity in sustainable consumer behaviour have not, however, been systematically examined. From a literature perspective then, this is the rationale to undertake this research.

1.2 Research questions

This research explores whether these 'minimal group' conditions can be applied to the consumer brand context, and whether any brand can swiftly assemble social groups in which prosocial behaviors occur (which in turn can aid the brand in its sustainability goals), rather than making use of long-established consumer communities such as those around Harley-Davidson or Apple, for example.

As such, the overall research question is as follows:

Can brand-convened consumer group contexts encourage prosocial behaviors within their constituents?

In addition to this question, the research attempts to answer a number of sub-questions, namely:

- 1. Does providing a specific and novel group goal aid group formation and so prosocial behaviour displays?*
- 2. How does the central tenet of social identity theory, social identification (the psychological commitment to the group), influence the relationship between group creation and prosocial behaviours? That is to say, is group allocation the same as group membership?*
- 3. If occurring, can consumer group prosocial behaviours be encouraged beyond the in-group, and towards an out-group?*
- 4. Does group formation lead to stronger displays of one form of prosocial behaviour (e.g. time rather than money, or vice versa)?*
- 5a. How does the creation of a consumer group (and the associated tasks) affect the brand-consumer relationship?*
- 5b. In this context of consumer group formation, does social identification influence the consumer-brand relationship?*

1.3 Conceptual model

Existing literature that develops SIT and SCT is used to establish a conceptual model and to establish a series of hypotheses, all of which we test within an experimental setting in which a brand owner seeks the help of consumers in achieving brand objectives. Informally, we manipulate the extent to which consumers feel that they are providing this assistance on their own versus in a specific, task-related group with

similar others. We also manipulate the specific goal of the project, as presented to the participants.

A group is defined as ‘two or more people who share a common social identification of themselves, or...perceive themselves to be members of the same social category’ (Tajfel 1982, p.15) As such, the group is considered a personal cognitive construct.

Group salience is defined as ‘the heightening of an individual’s awareness of their membership of a specific group due to the momentary potency of the forces towards or away from that group’ (Glass 1964, p.125). Specifically, it is argued that the momentary potency of the group in this experiment is determined by contextual ‘diagnosticity’ (that is, the group’s ability to help the individual understand how to react and behave within the social context; Reed 2002), as well as the ‘positive distinctiveness’ and social status opportunity presented by membership of this group (Tajfel, 1982). This is determined in part by the sub-group being explicitly presented as a minority sub-group of the main experimental group (Brewer, 1991), and distinctive due to its superior capabilities in completing the task (cf. Tajfel, 1978).

Group goal is defined as ‘the collective objective or purpose of the group’ (Bagozzi, 2000), in this instance as communicated and shared by the convener of the group, the brand.

Prosocial behaviour is defined as behaviour that has ‘positive physical or psychological outcomes for others, irrespective of motive’ (author), or ‘has positive social consequences, and contributes to the physical or psychological wellbeing of another person’ (Wispé 1972, p.3). Importantly, this definition is not bound by the motivation for this behavior, and as such is different from ‘helping behaviour’ (Smith, Organ and Near 1983), in which the behavior is as a result of payment, or is mandated by contractual obligation. It also differs from ‘altruistic behavior’, which is explicitly predicated on perspective-taking and empathy (cf. Batson, Duncan, Ackerman, Buckley, & Birch, 1981; Batson, Eklund, Chermok, Hoyt, & Ortiz, 2007; Bierhoff, 2002).

Three distinct forms of prosocial behavior are included within this experiment, based on a) the potential giving of two consumer-controlled resources, namely money and time (Reed, Aquino and Levy, 2007), and b) the recipients of the behavior, namely those within the group, and those outside of the group. As such, the prosocial behaviours consist of: 1) The giving of *time* to the others in the group (the brand): prosocial behaviour 1 (PSB1); 2) The giving of *money* to others in the group (the brand): prosocial behaviour 2 (PSB2); and 3) The giving of time to *others* beyond the group: prosocial behaviour 3 (PSB3). While the study also examined a fourth prosocial option of money to others outside the group (PSB4), it does not form part of the main results for technical measurement reasons that will be discussed later.

In this instance, the giving of time and money to the brand is considered as prosocial, since the brand is a) the convener of the group, and as such a member, and b) is neither physically available nor able to be consumed. Furthermore, the overall setting of the research is one in which help is being sought to aid a future event and outcomes with little or no direct impact on those involved.

Whilst participants are being paid for their involvement, which would classify their behaviour as 'helping behaviour' (Smith et al., 1983), the design of the survey instrument is such that the minimum level required of such helping is ambiguous. As such, greater levels of helping behaviour are directly prosocial, since they go beyond any perceived contractual obligation, and contribute to the physical or psychological wellbeing of another; in this case, the brand team. To reiterate, the design ensures that the brand and its management team (those who are convening the group) are to be identified as members of the group by others joining the group, since they are defined by their creative thinking skills and, furthermore, invite participants into the group based on their assessment of these skills within participants.

Having defined the main constructs within the proposed conceptualisation, the hypothesised relationships between these constructs are now introduced. For clarity, the first set of hypotheses related to the proposed relationships between the main group level factors of group salience and group goal, and their effects on both

prosocial behaviours and the consumer-brand relationship are shown. These are labeled the *Main Effects* (see Figure 1).

Second, the potential mediating effects of social identification on prosocial behaviours are introduced. These are labeled the *Indirect Effects I* (see Figure 2).

Third, the potential mediating effects of social identification on the consumer brand relationship are hypothesised. These are termed *Indirect Effects II* (see Figure 3).

Figure 1. Conceptual model - main effects

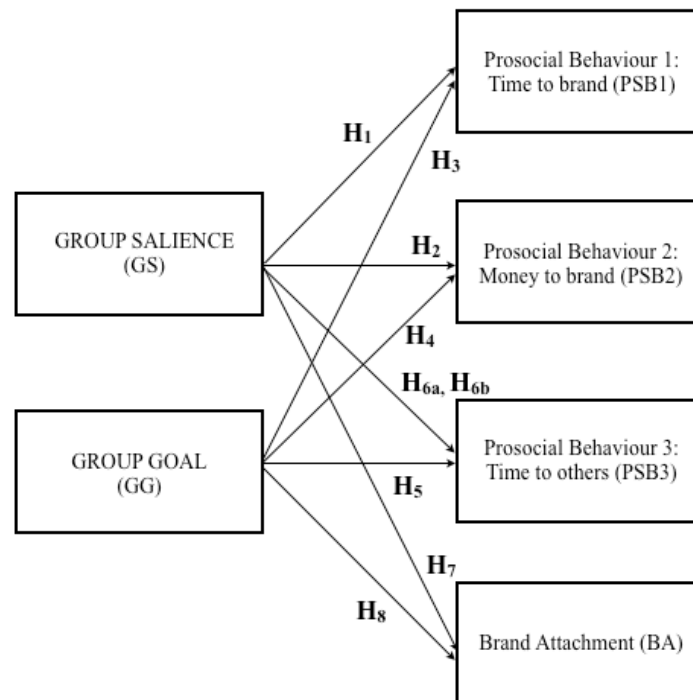


Figure 2. Conceptual model - indirect effects I

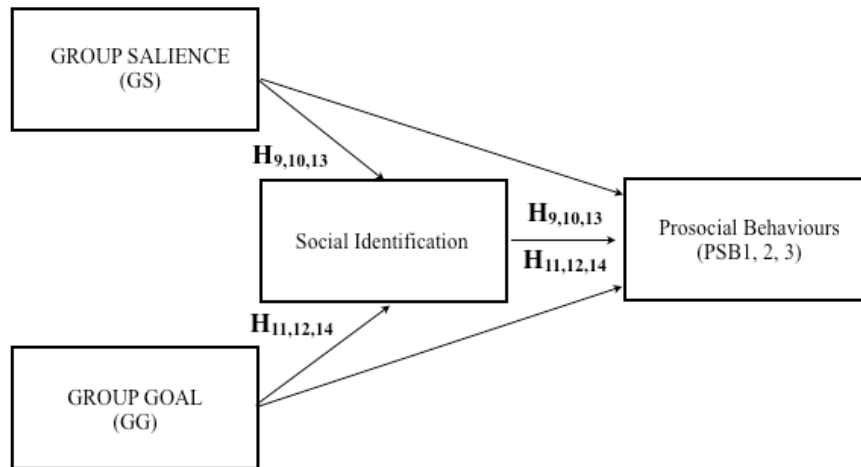
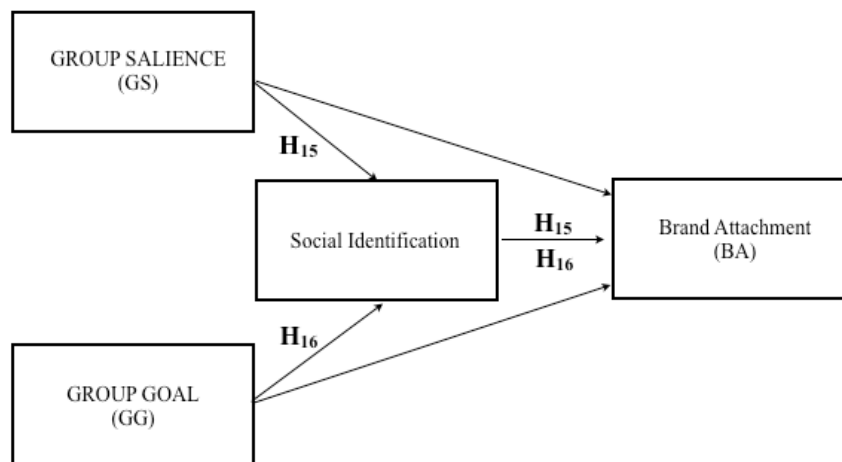


Figure 3. Conceptual model - indirect effects II

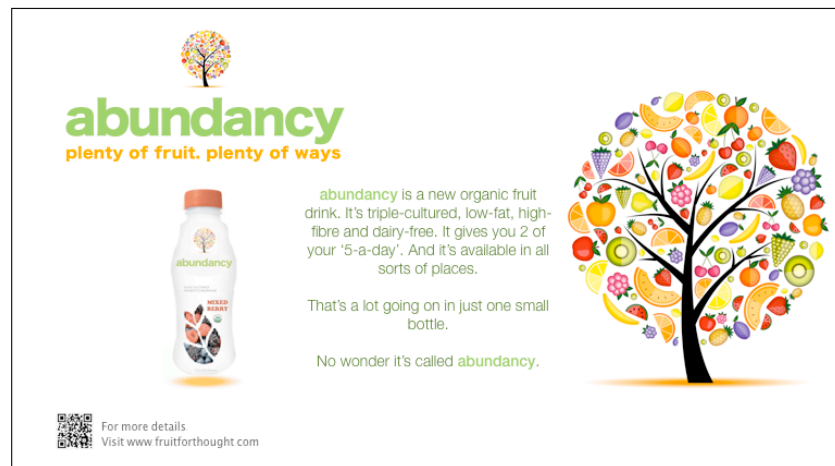


1.4 Research method and design

The hypotheses were tested by means of a field experiment conducted online, using a novel market research survey. The cover story provided to participants explained that they were reviewing a number of potential launch initiatives for a new branded soft drink, and that their opinions were sought to further hone the proposed launch strategy.

The branded soft drink was created for the study, and presented via early stage concept boards (see Figure 4).

Figure 4. Initial brand design



The group salience manipulation involved randomly allocating participants to either the main research group (*low salience*) or to a specific sub-group, based on some perceived criteria for membership (creativity and lateral thinking; *high salience*), via a pre-test. The group goal manipulation involved providing explicit objectives for the new brand (i.e. its proposition and positioning) and the research being undertaken. These objectives were either general i.e. we want the brand to be a success via its commitment to great customer experiences (*normal goal*), or specifically sustainable i.e. we want the brand to be a success via its commitment to sustainability (*sustainability goal*).

The prosocial behaviours were measured either via participants' engagement with the survey (time - PSB1), or via specific requests made within the survey (money - PSB2; time - PSB3). These measures, along with the manipulation checks, were designed by the researcher, and were extensively pre-tested. Measures for other variables were taken from the extant experimental literature. In some cases, these measures were adapted, through either adjustments to wording (e.g. social identification scale), or a

reduction in items (e.g. brand attachment scale and social identification scale). In all cases, these changes were made to reflect the experimental context.

The survey structure was further developed over a number of pilot studies. These included pencil and paper pilots (with faculty), technical pilots (no cover story, online delivery), full pilots using Cranfield students (full cover story, online delivery) and full pilots using participants recruited by the research partner (full cover story, online delivery). The survey instrument was delivered using the existing delivery platform of an established research provider, for face and ecological validity. The final data collection took place over two waves, the first of which was used for the primary results discussed below. The second led to discussions around the importance of mood, and hence national mood, in prosocial behaviour.

Participants were invited to review and feedback on the proposition and positioning of the new brand and then review two potential launch initiatives. One initiative focused on the natural world, the other on sport. Each initiative included explanatory text, additional support materials and then sample advertising materials (see Figures 5 and 6).

Figure 5. Artwork for initiative nature - 'Just Add Nature'

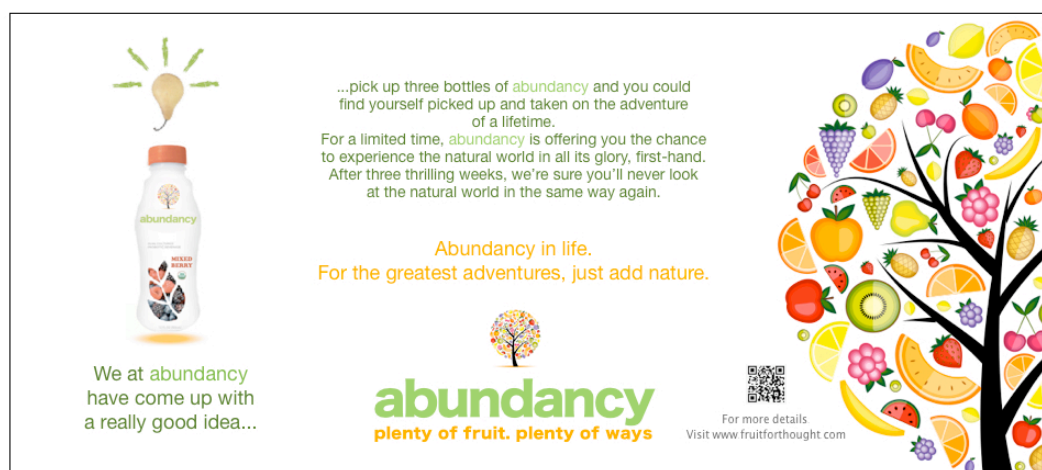
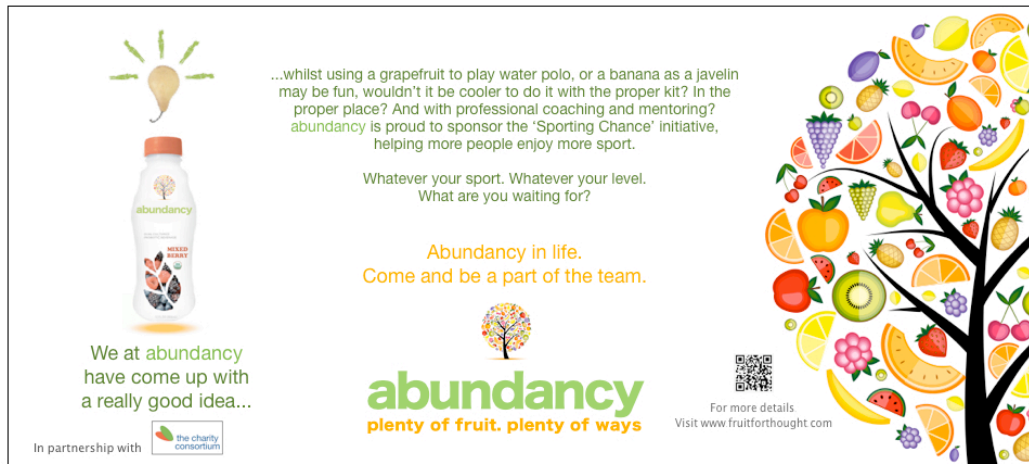


Figure 6. Artwork for initiative sport - 'Sporting Chance'



1.5 Summary of findings

The main objective of this study is to explore whether consumers would engage and collaborate in prosocial behaviors, as the result of manipulations of group membership and group goal (*main effects*). The effects of these manipulations on the consumer-brand relationship are also explored. A secondary objective is to explore how the social identification construct may act as a mediator between these manipulations and prosocial behaviours (*indirect effects I*). A third objective is to explore the potential mediating relationship of the social identification construct on the group factors and brand attachment (*indirect effects II*).

Regarding *main effects*, the results show that group-level influence does in many cases result in higher levels of prosocial behavior - both the giving of time and money. The exceptions are group salience on 'buy the brand' (PSB2; non-significant), and group salience on 'time to others outside the group' (PSB3; negative). In addition, it appears that each of the prosocial behaviours responds somewhat differently to the two main manipulations. This supports an argument that two distinct mechanisms may be at work in driving these prosocial behaviours. The consumer-brand relationship is influenced by group goal, but not by group salience.

Regarding *indirect effects I*, it is acknowledged that whilst group salience (that is, the creation of a group and an understanding of being a member of that group) is controllable by the brand and its management team, the psychological commitment to the group (social identification) is entirely under the control of the member (Brewer, 1991). The outputs of the mediation analysis provide support for all of the group salience hypotheses. That is to say, social identification is a significant mediator of the relationship between the group salience manipulation and all of the measured prosocial behaviours. With respect to group goal, social identification significantly mediates the relationship between the goal manipulation and PSB1 (time to group) but does not mediate the relationship between the goal manipulation and the remaining prosocial behaviours (PSB2, 3).

These results lend further support to the argument that two separate mechanisms are at work within the manipulations. It is proposed that the group salience manipulation primes a novel social (*context*) category. The term *context* is proposed, as this may better reflect the specificity and temporality of the category and its associated identity (i.e. it does not exist outside of this specific, brand-controlled context). This category, when adopted by the group members (i.e. when they psychologically commit to the group), results in behaviours that support and increase the positive distinctiveness of the group: hence social identification mediating the relationship between group salience and the prosocial behaviours.

It is proposed that the group goal manipulation primes a novel social norm. Specifically, in the sustainability goal condition, it is proposed this norm is *injunctive* (i.e. it describes behavior that we should be engaged in) and is *context enhanced*. The term *context enhanced* is proposed, since whilst this injunctive norm is certainly in existence in wider society, it is the specific context of the research context – and being participants completing the research – that increases the potency of the injunctive norm. Indeed, the extant literature provides support for this argument, showing that where there is some collective or group context, social norms are more effective, in part because they are not perceived to reduce individual autonomy, since this is already forsaken to a degree, within the group (cf. White & Dahl, 2006). Furthermore,

it is proposed that the supporting literature for each of the initiatives (detailing examples or arguments in support for the initiative) provided a secondary, supporting *descriptive* norm for the sustainability goal participants (i.e. a norm that describes what is typically done). As such, prosocial behaviours are encouraged through social norm influence, rather than social identity influence. Hence, social identification does not mediate the relationship between group goal and the prosocial behaviours.

Regarding *indirect effects II*, social identification is found to be a significant mediator of the relationship between group salience and brand attachment.³ Social identification is not found to be a mediator of the relationship between group goal and brand attachment. Again, these results point to the importance of social identification for a social identity approach to elicit prosocial behaviours and brand advantage (but not for a social norm approach). More specifically, it is observed that social identification mediates the group salience – brand attachment relationship, since the attachment construct in this instance consists of two items that focus on the brand-self connection. As such, it can be proposed that when the group member identifies with the group that has been convened by the brand, they also form a stronger connection with the brand itself (as the member perceives them as both committed to the same group).

Conversely, it is proposed that the group goal manipulation leads to higher levels of the consumer-brand relationship not through the psychological acceptance of a shared social identity, but rather through the wider effects of the injunctive norm 'rubbing off' onto the consumer-brand relationship (i.e. 'if we should engage in this behaviour, then we should engage with the brand that encourages and enables us to engage in this behaviour'). Thus there is some form of 'contagion' (Barside, 2002) or 'moral transference' (Godfrey, 2005) between the commitment to the goal and a commitment to the brand.

The results are summarised in the table below (Table 1).

³ This relationship is found even though the main relationship (H7) was not supported: such analysis is recommended within recent research and discourse on mediation (Hayes 2013).

Table 1. Summary of results

Hypothesis	Result
<i>Main effects</i>	
H ₁ : An increase in group salience has a positive effect on the giving of time to the brand (PSB1).	Supported
H ₂ : An increase in group salience has a positive effect on the giving of money to the brand (PSB2).	Not supported
H ₃ : The giving of time to the brand (PSB1) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.	Partially supported
H ₄ : The giving of money to the brand (PSB2) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.	Supported
H ₅ : The giving of time to others beyond the group (PSB3) is significantly greater for groups whose goal is specifically prosocial, than for those whose goal is not.	Supported
H _{6b} : The degree of group salience has a direct negative effect on the giving of time to others (PSB3).	Partially supported
H ₇ : Higher group salience has a positive direct effect on brand attachment.	Not supported
H ₈ : Brand attachment is stronger for groups whose goal is specifically prosocial, than for those whose goal is not.	Supported
<i>Indirect effects I</i>	
H ₉ : Social identification with the group mediates the relationship between group salience and the giving of time to others/brand (PSB1).	Supported
H ₁₀ : Social identification with the group mediates the relationship between group salience and the giving of money to others/brand (PSB2).	Supported
H ₁₁ : Social identification with the group mediates the relationship between group goal and the giving of time to others/brand (PSB1).	Supported

H ₁₂ : Social identification with the group mediates the relationship between group goal and the giving of money to others/brand (PSB2).	Not supported
H ₁₃ : Social identification with the group mediates the relationship between group salience and the giving of time to others beyond the group (PSB3).	Supported
H ₁₄ : Social identification with the group mediates the relationship between group goal and the giving of time to others beyond the group (PSB3).	Not supported
<i>Indirect effects II</i>	
H ₁₅ : Social identification with the group mediates the relationship between group salience and brand attachment (BA).	Supported
H ₁₆ : Social identification with the group mediates the relationship between group goal and brand attachment (BA).	Not supported

1.6 Contribution

The research makes a number of contributions to both theory and practice.

1.6.1 Contribution to theory

First, within a novel experimental context, this study applies key aspects of social identity theory and self-categorisation theory to the marketing and consumer behaviour context, to support the argument that prosocial behaviours can be encouraged via group structures and their resulting influences.

Second, although not initially proposed, the research suggests the influence of two distinct approaches to encouraging such behaviours: social identity formation and social norm formation. With respect to social identity formation, it is argued a contribution is made through effectively priming a novel identity within a more ecologically valid context for consumers (i.e. not within a laboratory environment, as

is typical within the extant literature). With respect to the social norm formation, a contribution is made through explicating the ability for a specific brand context to increase the potency of a social norm. The distinction between these techniques is supported by further analysis of the mediating effect of social identification.

A third contribution is made through explicating the relationship between the social identification construct and the prosocial behaviours. Specifically, with respect to group salience and money to brand (PSB2), the effect of social identification suggests the risk of forming consumer groups lies not in the brand not being 'let in', but rather in consumers not joining the group that the brand has convened. In addition, in the context of time to others outside of the group (PSB3), the effect of social identification lends support to the argument that certain group-related behaviours (such as the giving of time) can be extended towards out-groups, if the behaviour is clearly associated also with improving the positive distinctiveness of the in-group.

A fourth contribution emerges from revealing a distinction between money and time as potential consumer resources to be exchanged in prosocial behaviour. Whilst time has been identified within the extant literature as a more typically traded resource within charitable contexts by those with strong moral identities (Reed et al., 2007), this research suggests that time is also preferred where the individual has adopted the social identity of the group (moral or otherwise). Moreover, the research also tentatively supports the argument that whilst money is considered a less effortful resource to trade (Morales, 2005), and so arguably less favoured by those who have identified with the group, it can potentially be primed to be more 'reflective of the self' (Reed et al., 2007) by being linked in some way to behaviour and reward within the group.

A fifth contribution is made through exploring the effects of such manipulations on the consumer-brand relationship. Specifically, it is argued that whilst brand attachment can reduce as a result of priming group identities around consumers, this is not due to the brand being 'left out in the cold' but rather consumers have not found a way (or reason) to 'come in'. In addition, the research shows that an overt sustainability goal does not need to result in a reduction in the consumer-brand

relationship, that is often reported (cf. Luchs et al., 2010). Whilst it is acknowledged a myriad other factors are relevant here (such as brand personality, positioning and proposition), this result does raise the question regarding whether very targeted and temporary calls for prosocial and sustainable behavior could be more effective than attempts to engage more permanently with consumers in this context.

Finally, it is proposed a contribution is made to methodology. This research created a novel, temporary and context-specific social identity, but within a more natural consumer environment (whereas the extant literature creates such identities within fully controlled laboratory conditions). As such, this approach makes a contribution to methodology, through delivering results with greater ecological validity. As such, the technique can be applied by others who wish to further research the effects of specific, and controlled, social categories within more natural environments.

1.6.2 Contribution to practice

First - and most importantly - this research opens up a novel and potentially rich avenue for consumer engagement around sustainability and socially responsible behaviour, through showing that personal traits and values need not determine levels of prosocial behaviour, but instead such behaviours can be encouraged through social group level manipulations.

Second, the two approaches that have been identified within the research (social identity influence and social norm influence) are distinct, in terms of the behaviours they appear to elicit. This distinction represents a valuable contribution to practice, since it opens up the discussion with regard to which mechanism is best suited for which type of behaviour required.

Third, this research has shown that as well as there being two potential routes to encourage these behaviours, both of which are predominantly under the control of the brand, both routes are possible by using relatively rudimentary and remote tools. As a result, such outcomes should not be restricted to well-resourced brands, but should be accessible to all brands.

Thus, and as a fourth contribution, this research has shown that the basis for minimal group formation, namely near-arbitrary group conditions, need not be restricted to traditional experimental environments, and can be readily applied to more natural settings. As a consequence, business has at its control the formation of these 'pop up' or 'flash' groups. That is to say, the criteria for group membership can be decided by the business, and designed around the prosocial behaviour objectives set at a moment in time.

Fifth, this research contributes to a better understanding of how brands may be able to ameliorate any negative out-group behaviours as a result of these 'pop up' or 'flash' groups. For example, if the in-group identity is defined in part by a particular behaviour, then attention can be given to design the identity and connected behaviour to be constructive for the out-group whilst also providing the in-group with opportunities for positive distinctiveness. Thus the in-group acts to increase distinctiveness, and the out-group can benefit directly from this action.

Sixth, this research contributes to practitioner knowledge regarding how solicitations for time or money will be more or less successful depending on group context, and on how this context can be designed to ensure the right resource is effectively solicited when required. For example, if financial donations are needed within a strong identity group, then making money a more valued reflection of the self via it being secured as a result of category-defining behaviours (rather than anonymous) could be effective.

Seventh, the research makes a contribution in terms of further understanding the drivers of a strong consumer-brand relationship. Specifically, the research shows that an overt sustainability goal can be effective in building this relationship, and that whilst priming a strong consumer group may be effective in eliciting higher levels of prosocial behaviour from the consumer, this does not automatically lead to a stronger relationship with the brand. Instead, this research suggests that the consumer must accept the social identity in order to build this relationship.

Finally, this research makes a contribution to practice through drawing attention to the fact that as these social categories and associated identities seem to be relatively

straightforward to create, brand teams may want to consider offering these services to other brands who are in need of specific behaviours. That is to say, whilst criteria for group formation does indeed appear to be minimal, certain brands will undoubtedly be better placed to deliver specific prosocial behaviours, due to their pre-existing brand qualities. Thus brands could licence their group formation skills and the subsequent behaviours to other brands, as and when required. As such, these temporary novel social categories could become tradeable commodities, being created and dismantled as and when required. Specifically, this could open up a novel revenue stream for charity or NGO brands through licensing their convening power to commercial brands for mutual gain.

1.7 Outputs and dissemination

Refereed Conference paper

Champniss, G., Wilson, H., Macdonald, E., Dimitriu, R. "Together we can do it: Using group influence to motivate prosocial consumer behaviour". Accepted for the AMA Summer Marketing Educators' Conference, Boston, Aug 9-11, 2013.

Academic journal paper in development

Champniss, G., Wilson, H., Macdonald, E., Dimitriu, R. "All for one and one for all: encouraging prosocial behaviours through brand-convened consumer groups". In preparation for submission to Journal of Marketing (Cranfield 4-star; Association of Business Schools 4-star).

Practitioner journal paper in development

Champniss, G., Wilson, H., Macdonald, E. "The Power of Many: How group membership can help your customers help your business". In development with Harvard Business Review (HBR), following initial meeting with European Editor, May 2013 (Cranfield 4-star; Association of Business Schools 4-star).

Practitioner publications

Champniss, G. (2013) "Social Good, Personal Best: can brands deliver social benefits and profits?" Admap/WARC 2013 Essay Competition. (Admap readership: 9000 practitioners in advertising, media, branding and research, predominantly in UK, Europe and USA). Shortlisted. April.

Champniss, G., Strong, C. (2013) "Clever Copying: How social influence shapes consumer behaviour more than we think." Cranfield School of Management, CCMF white paper. (CCMF membership: 15 blue-chip UK organisations including RBS, Barclays, BP, British Gas, London Symphony Orchestra, GfK and Pfizer). February.

Champniss, G. (2012) 'Behaviour Change? Don't think too hard about it'. Guardian Sustainable Business. January.

Practitioner Publications in development

Champniss, G., Wilson, H., Macdonald, E. "The Power of Many: how group influence can deliver sustainability results'. In development for Cranfield School of Management, CCMF.

Forthcoming practitioner conferences

"Are you encouraging your customers to consider the future?" Cranfield School of Management, CCMF and Doughty Centre for Corporate Responsibility practitioner conference. Conference organiser and speaker. February 2014.

1.8 Summary of chapters

The rest of this thesis is laid out as follows.

Chapter 2 presents a review of the literature, and is divided into four thematic sections. The first section, *consumer behaviour*, reviews the developmental evolution of a number of theoretical models of consumer behaviour and decision-making. Particular

attention is given to the role of attitude formation and influence and the limited inclusion of social context within these models.

The second section, *prosocial behaviour*, defines such behaviour, and in doing so distinguishes it from other forms of helping or altruistic behaviour. Displays of prosocial behaviour (within the marketing context and beyond) are reviewed in order to further refine the definition and better understand the conditions under which prosocial behaviours can occur.

The third section, *brand communities*, explores this relatively new marketing phenomenon, looking at both definitions of and processes within such communities. The role of brand communities in encouraging social action is reviewed, which then sets up the missed overlap on the boundary between the brand community literature domain and the social marketing literature domain.

This potential overlap (or inconsistency, as it is presented subsequently) then sets up the fourth area of literature, namely *social identity and group formation*. This section reviews the evolution of social identity theory with a particular focus on the minimal group paradigm. Attention is also given to self-categorisation theory, postulating the mechanisms by which individuals become members of the group, and specifically, the distinction between de-individuation and de-personalisation. The application of social identity theory to a range of social psychology experiments is reviewed, as is the literature that moves towards a social identity perspective to marketing.

This chapter ends with a discussion of the research opportunity, the research objectives and, finally, the research question.

Chapter 3 presents the development of the conceptual model. The model is presented in three parts: *Main Effects* (manipulations); *Indirect Effects I* (the effect of social identification on the manipulations and prosocial behaviour displays); and *Indirect Effects II* (the effect of social identification on the manipulations and the consumer-brand relationship). Definitions for all constructs are provided, and all hypotheses are developed and presented.

Chapter 4 presents the research philosophy and chosen methodology, together with specific research methods and design. Data collection and analysis methods are also discussed, as are limitations to the chosen methods and any ethical considerations.

Chapter 5 presents the results and introduces the findings of the research. The results are presented in relation to the *Main Effects*, *Indirect Effects I* and *Indirect Effects II* elements of the conceptual model.

Chapter 6 discusses these findings in relation to the literature and presents the proposed contribution to both theory and practice. Limitations of the research and opportunities for future research are also described. The chapter ends with a final conclusion, and a short postscript that briefly details personal reflections on the PhD journey.

1.9 Introduction summary

This chapter has provided an overview of the rationale and contextual setting for the research, as well as providing an outline of the conceptual model, research methods, research design, results and contributions. This chapter has been designed to provide the reader with an abridged but complete understanding of the research undertaken and the subsequent results and analysis, as well as an outline for the chapter structure for this report. However, the following chapter will provide a richer understanding of the contextual setting for the research.

2. REVIEW OF THE LITERATURE

2.1 Introduction

In exploring the literature that informs the research question regarding the potential application of key aspects of social identity theory and self-categorisation theory to more effectively encourage prosocial consumer behaviour, this review draws upon a number of diverse literature domains for input, context and justification. Naturally, these domains are all the focus of detailed on-going research, the boundaries of which are at times ambiguous or conceptually contested. Moreover, in mapping the literature for the purposes of framing and justifying the research question, decisions have been made to apply a selective focus on these domains. Whilst a rationale is given for this selective attention, it is recognised that such a selection process is ultimately subjective and as such leaves the research open to criticism of bias. However, it is argued the selection, exploration and analysis presented within this chapter combine to provide a sufficiently comprehensive context within which to effectively locate and justify the research question.

2.1.1. Literature domains and section overview

Four literature domains have been identified as key to informing and shaping the research question, and are introduced and discussed within the following sections of this chapter.

First, considering the focus on encouraging a certain form of consumer behaviour, albeit within a novel context, the domain of consumer behaviour is explored. Whilst a considerable domain in its own right, the literature review focuses on the prominence of attitudes within consumer behaviour models and the evolution of the dominant models over the last forty years. Attention is given to the inclusion of social context factors, and where such dominant models have been applied in the context of sustainable or responsible consumer behaviour.

Second, the literature that explicates prosocial behaviour is reviewed. Attention is given to defining prosocial behaviour as distinct from altruistic or helping behaviour, highlighting the absence of explicit motive within the former. Despite a broad range of definitions within the literature for prosocial behaviour, many of which maintain a motivational component, it is argued that it is the specific absence of any such motive that provides an opportunity for the proposed advancement of consumer behaviour research in the context of sustainable or responsible behaviour.

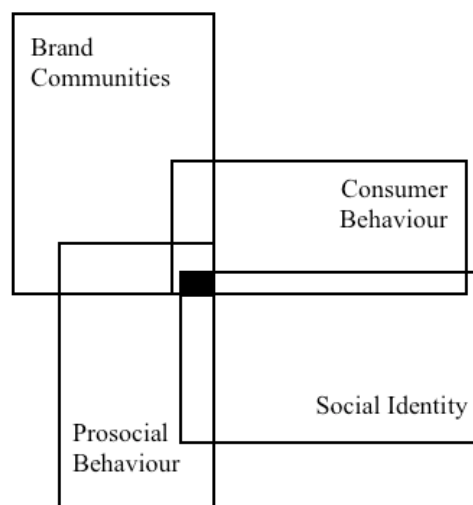
Third, literature on brand communities is reviewed. Brand communities are a relatively new phenomenon of interest within marketing research. This body of literature is considered relevant for the research question, since not only does it focus on an increasingly ubiquitous context within which consumers consume, but it is posited such community environments rely on core aspects of social identity and self-categorisation theory for their effective functioning, and for the creation of value for those involved. In addition, as an alternative lens through which to view a broader range of value types that can motivate and be accessed by the consumer, the brand community literature reveals a potential discrepancy or contradictory overlap within the wider marketing literature domain. More specifically, where social marketing literature identifies commercial social marketing efforts that yield no direct benefits for the firm's consumers (or indeed the brand), the very same efforts, when viewed through the brand community lens, would appear to yield considerable benefits for those consumers of the focal brand, and the brand itself. Whilst somewhat anecdotal, it is argued this contradiction within the literature provides important support for the research.

Fourth, and finally, the literature regarding Social Identity Theory and Self-Categorisation Theory is introduced and reviewed. Despite its relatively recent creation, this is a sizeable literature domain, garnering significant and on-going attention from both the conceptual and empirical perspective. The distinction between these two related theoretical positions is explored, clarifying Social Identity Theory as a theory focused on explaining inter- and intra-group behaviour, and Self-Categorisation Theory as a theory explaining the process by which one self-

categorises and becomes a member of the group. Whilst the former provides an essential foundation of the rationale for the proposed research, and indeed has been credited with revitalising the broader social psychology debate, it is the latter that provides a specific conceptual basis for the proposed research question and conceptual model presented here. As well as introducing and discussing the core theoretical components of both theories, attention is given to the application of these theoretical positions within extant empirical research, providing alternative and novel interpretations. Attention is also given to the few occasions where such theoretical positions have been applied in the consumer behaviour context.

To conclude, these four domains are shown in Figure 7.

Figure 7. Literature domain map



2.2 Consumer behaviour

2.2.1 Introduction

This section of the literature review focuses on key themes within the development of consumer behaviour models. It is acknowledged that this is a considerable, diverse and complex area of literature. However, a rationale is provided for the selection of literature. The review starts with an exploration of attitudes as a foundational construct in the expectancy-value model (Edwards, 1954) and their central role in many prominent models, such as the Theory of Reasoned Action (Fishbein & Ajzen, 1975) and the Theory of Planned Behaviour (Ajzen, 1991). Subsequent models are then introduced as a means to signpost what are considered meaningful additions and developments in the modelling of consumer behaviour; specifically the incorporation of emotions, the 'mobilisation' of motives and the wider role of desire, multi-faceted attitudes, social influence and heuristic processing (as well as challenges to the sovereignty of attitudes and the attitude-behaviour causal relationship).

Such models include the MODE Model (Motivation and Opportunity as Determinants of how attitudes influence behaviour) (Fazio, 1990), Theory of Trying (Bagozzi & Warshaw, 1990), the Theory of Self-Regulation (Bagozzi, 1992; Bagozzi & Edwards, 1998) and, as a more integrated model of these various developments, the Theory of Goal Directed Behaviour (Perugini & Bagozzi, 2001). It is argued a focus on these specific models provides a 'breadcrumb trail' through this dense and complex literature domain, allowing both for the discussion of how such developments have been applied to the environmental behaviour context (e.g. Stern et al., 1999), as well as leading to a more contextualised frame for recent behaviour models that relate specifically to virtual consumer environments, and that incorporate aspects of social identity theory (Tajfel & Turner, 1986) as influencing constructs within the decision-making and behaviour process (e.g Bagozzi, 2000; Dholakia, Bagozzi, & Pearo, 2004).

2.2.2 The role of attitudes

Attitudes have been extensively conceptualised as an important mediator of behaviour (cf. Allport, 1935; Fazio & Williams, 1986; Fazio, 1990; Fishbein & Ajzen, 1975; Petty & Cacioppo, 2011). Behaviour is defined in this instance as 'purposive action extended in time', thus distinguishing it from 'physiological responses' and 'overt movements' (Bagozzi et al., 2002, p.68). The literature defines attitudes in a number of ways, such as 'individuals' evaluations of objects' (Gold & Douvan, 1997) or a 'psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour' (Eagly & Chaiken, 1993). The term attitude, then, appears to be a generic one, and is used widely and in different contexts e.g. towards friends it can include love, towards oneself it can include self-esteem, towards products it include preferences, and towards issues or ideas it can include opinions (cf. Bagozzi et al., 2002).

Attitudes, then, are the focus of considerable research efforts, and their formation is discussed specifically within the founding expectancy-value model of consumer attitude formation (Edwards, 1954). Within this model attitudes are described as formed from the sum of beliefs about a particular action, and the evaluations of those beliefs:

$$A_{obj} = \sum_{i=1}^n b_i e_i$$

Source: Bagozzi et al., 2002

Although influential within consumer decision-making models (as discussed subsequently), criticisms have been made of the expectancy-value model of attitude formation: for example where is the line drawn with respect to which beliefs are meaningfully contributing to an overall attitude towards an object at any moment (Bagozzi et al., 2002), and how are evaluations accurately measured, and not confounded with affect (Eagly & Chaiken, 1993)?

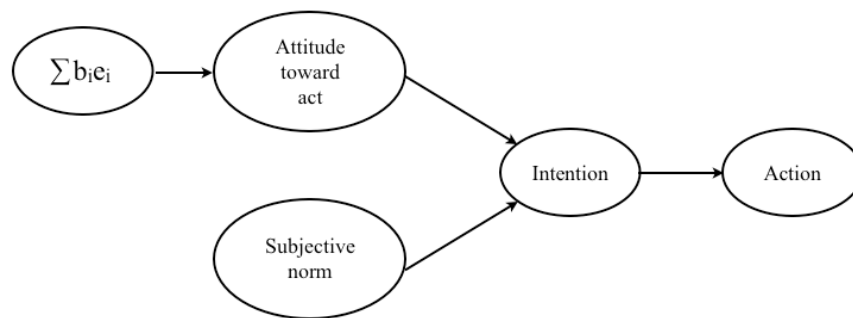
Whilst a further and more detailed review of these discussions lies beyond the scope of this literature review, they are introduced at least to draw attention to the fact that

attitudes are conceptually complex to define and empirically difficult to measure. In addition, they are most likely highly fluid and more influenced by external stimuli than such psychological models of decision-making acknowledge (cf. Reed & Bolton, 2005; Reed et al., 2002).

2.2.3 Dominant behaviour models

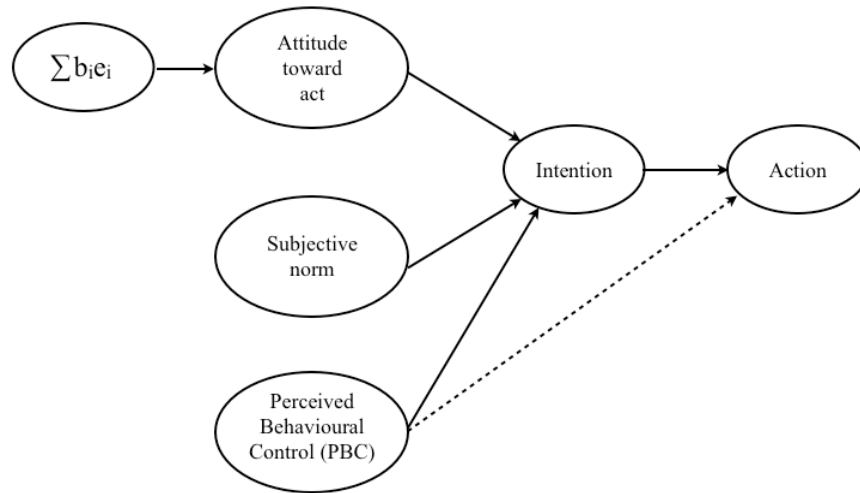
These limitations or challenges to attitude formation, inclusion and stability acknowledged, the expectancy-value model has informed many of the behaviour models that remain salient to this day, most notably the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975) and the Theory of Planned Behaviour (TPB) (Ajzen, 1991). Such is their dominance within consumer behaviour research the models are reproduced here. See Figures 8 and 9.

Figure 8. Theory of Reasoned Action (TRA)



Source: Ajzen, & Fishbein, 1975

Figure 9. Theory of Planned Behaviour (TPB)

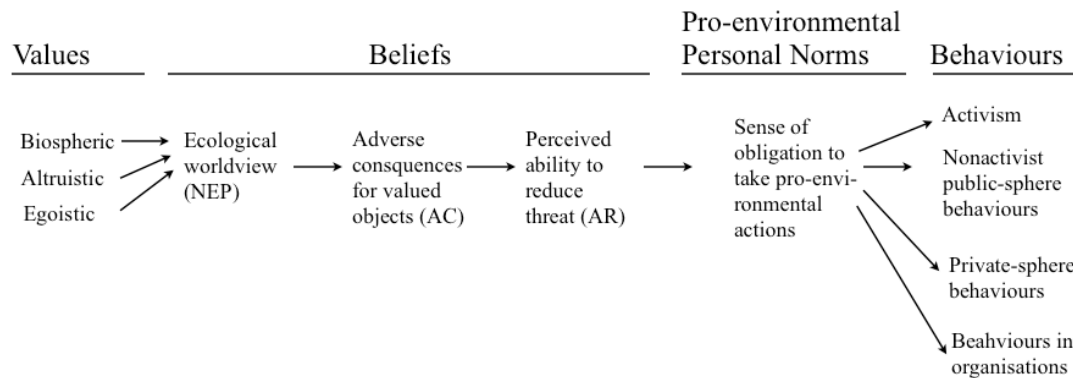


Source: Ajzen, 1991

The TPB builds on the TRA through the specific introduction of what Ajzen (1991) terms 'Perceived Behavioural Control' (PBC). Whilst there is some discussion around what PBC actually represents, such as self-efficacy (Eagly & Chaiken, 1993), or self-restraint (Bagozzi, Moore, & Leone, 2004), the TPB has been successfully applied across more than 140 consumer and general behaviour contexts, such as blood donation, internet usage, buying gifts, safe driving, recycling and investment decisions (Armitage & Conner, 2001; Conner & Sparks, 1996).

Indeed, in the context of consumer behaviour relevant to the research question, the Value Belief Norm (VBN) theory of environmental behaviour (Stern et al., 1999) would also appear to be heavily influenced by the TPB. In this model - which looks at moderate/non-activist pro-environmental behaviour and its antecedents - such behaviour is dependent upon the formation of evaluated beliefs (attitudes) with respect to the environmental threat, together with a perceived ability to reduce or ameliorate this threat (PBC). These attitudes, together with a perceived ability to take control, activate pro-environmental personal norms, which form an obligation (intention) to act. See Figure 10.

Figure 10. Value Belief Norm (VBN) Theory of Environmentalism



Source: Stern et al, 1999

Despite - or possibly due to - its popularity, and beyond the discussion around, and requests for, a clear definition of PBC, the TPB (Ajzen, 1991) has been subject to additional criticism. There is a body of literature that argues the model is excessively parsimonious when it comes to attitude formation, with there being no appreciation of attitudes being multi-dimensional (cf. Bagozzi et al., 2002). Furthermore, there is no recognition of the possibility of a temporal dimension to held attitudes (where salient beliefs and evaluations may be 'swapped in and out' over time; cf. Reed et al., 2002). Moreover, beyond the recognition of subjective norms (SN), there is no explicit acknowledgement of a potential contextual dimension to attitude formation (cf. Reed, 2002). In other words, such attitudes may rise and fall (or indeed disappear) depending on the immediate social context in which the consumer is evaluating possible behavioural options.⁴ To return to an earlier point, the risk in generalising around attitude formation and persistence may stem from the broad array of evaluations the term attitude is assigned to within the literature.

However, it can be argued that it is unfeasible that individuals have the limitless cognitive capacity to form, store and retrieve stable attitudes for any attitudinal object they may encounter (Bagozzi et al., 2002). In line with this view, more contemporary theories suggest that individuals draw on other processes to 'conjure up' an

⁴ This is not to argue that all attitudes are so temporally or context dependent, however: political attitudes, for example, would appear to be relatively stable (Reed et al., 2002)

appropriate or 'best-fit' attitude at the moment it is needed (cf. Bagozzi & Edwards, 1998; Chaiken, 1980; Fazio, 1990).

Eschewing this deliberative and purely cognitive approach implicit within the TRA and the TPB, the MODE model of behaviour (Motivation and Opportunity as Determinants of how attitudes influence behaviour; Fazio, 1990) argues that there exists the widespread use of mental shortcuts to reach attitudes (and so behaviour choices). Specifically the model acknowledges cognitive limits, and proposes that individuals borrow attitudes ordinarily assigned to other behaviours, where there is some contextual clue that links this behaviour within the current situation.

In making an argument for short-cut or 'heuristic processing' (Chaiken, 1980), rather than full cognitive processing, it is argued this MODE model (Fazio, 1990) extends our understanding of consumer behaviour, since it introduces the concept that attitudes are not slavishly devoted to behaviours through deliberation and perfect fit, but are instead, on many occasions, forced into 'marriages of convenience' when it suits. As such, if the link between intention and behaviour, and a focal preceding attitude, is less than permanent, then it is proposed other factors may have the potential to influence the creation or retrieval of alternative attitudes and subsequent behaviours.

However, whilst this literature on less deliberative decision-making recognises the importance of contextual clues on related attitude retrieval and their potentially fluid nature, it does not explicitly acknowledge the proposition that context may affect not just attitude retrieval, but the more fundamental aspects of the self-concept itself (cf. Reed, 2002; Spears, Doosje, & Ellemers, 2002). To clarify, these more recent consumer behaviour models consider the contextual impact only on the attitude formation or retrieval and activation, but do not explicate its impact on the more central self-concept of the individual. The potential for context to influence predictors of attitude i.e. beliefs and the evaluations of those beliefs, will be introduced and discussed in more detail momentarily.

Returning to the models introduced, more contemporary research has challenged these long-standing models' parsimony in other ways, including whether the relationship between attitude and behaviour is really this clear-cut and singularly directional. For example, Bagozzi and Warshaw (1990) propose that attitudes are multidimensional, and draw attention to the need to focus not just on the attitudinal object (for example a behaviour), but also on the attitudes towards the consequences of that behaviour (which could be either success or failure) and indeed the process or means by which that behaviour can occur. As such, their Theory of Trying (TT; Bagozzi & Warshaw, 1990) construes attitudes as more complex reactions to wider consequences of acting. In addition, the TT proposes frequency and recency of past behaviour as additional predictors of intentions or behaviours. This addition is supported through previous empirical research identifying this effect within the context of the TRA (Fredericks & Dossett, 1983) and the TPB (Leone, Perugini, & Ercolani, 1999). Indeed in the context of pro-environmental consumer behaviour, empirical evidence further supports the argument that behaviours can indeed lead to revised attitudes (e.g. Cornelissen et al., 2007, 2008; Griskevicius et al., 2010).

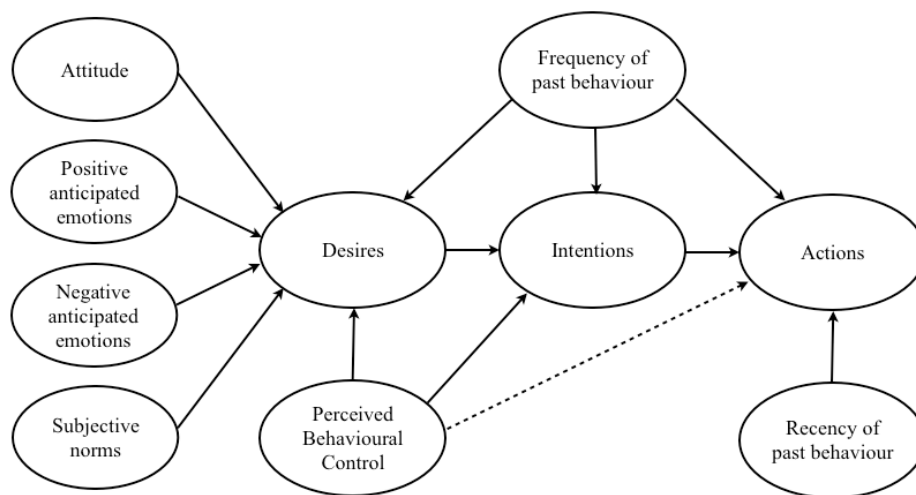
Further consideration has also been given more recently to how intentions become 'energised' (Bagozzi et al, 2002, p. 77) to provoke resultant behaviours. The Theory of Self-Regulation (TSR; Bagozzi, 1992; Bagozzi & Edwards, 1998) argues that attitudes towards success, failure and the means to pursue the action, coalesce with perceptions of goal efficacy (the 'perceived likelihood of goal achievement'; Bagozzi et al., 2002) and subjective norms, to inform the construct goal desire. This desire construct then mediates this multifaceted conceptualisation of attitude and the behaviour of trying. That is to say, PBC, SN and attitudes may provide the *reasons* to act, but it is informed desire that provides the *impetus*. In a further development, Perugini & Conner (2000) have found empirical support for the conceptual separation of goal desires from behavioural desires (where the latter describes a commitment to pursue a course of action in the belief it will yield a subsequent positive outcome).

Building on the TRA and TPB (that are themselves built upon the assumptions of the Expectancy-Value model; Edwards, 1954), Bagozzi and Edwards (1998) (and later,

Perugini and Bagozzi (2001)) propose an integrated model for consumer behaviour: the Model of Goal Directed Behaviour (see Figure 11). This model incorporates the various modifications identified within the TT (Bagozzi & Warshaw, 1990) and TSR (Bagozzi, 1992; Bagozzi & Edwards, 1998) models, and is referenced here for several reasons.

First, it can be argued that it challenges the sovereignty of attitudes, in that it presents attitudes as a component part of a wider process that leads to action (with desires mediating the relationship between attitudes and intentions and action). Second, the model introduces the concept of anticipated emotions (positive and negative) towards the action, thus advancing beyond a purely cognitive viewpoint of consumer decision-making and action. Finally, the model recognises the role of previous behaviour in predicting action: frequency of behaviour, in terms of influencing desires, intentions and actions, and recency of behaviour in terms of directly influencing action.

Figure 11. The Model of Goal Directed Behaviour (MGB)



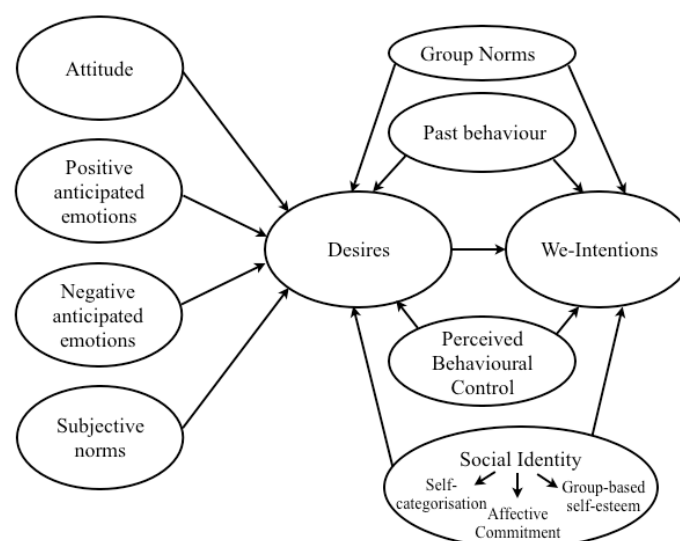
Source: Bagozzi & Edwards (1998); Perugini & Bagozzi (2001)

2.2.4 Beyond subjective norms: a recognition of context

Despite the more comprehensive and integrated approach to consumer behaviour as depicted within the Model of Goal Directed Behaviour (MGB; Bagozzi & Edwards, 1998; Perugini & Bagozzi, 2001), it is notable that social context remains represented in somewhat limited form by Subjective Norms. Furthermore, this construct is conceptualised to influence only the formation of desires, with no direct influence on intentions or action (see Figure 12). That is to say, the MGB would seem to largely ignore or certainly conceptually simplify the group or social environment within which many, if not most, consumer decisions – ethical or otherwise - are almost certainly made today.

Possibly cognisant of this increasingly ubiquitous context for modern consumer behaviour, and in developments alongside the MGB, Bagozzi (2000), focusing specifically on social action within the consumer context, addresses this shortcoming to an extent, recognising aspects of social context within the decision-making process, and incorporates, to a degree, specific constructs from Social Identity Theory (Tajfel & Turner, 1979; Tajfel, 1982) and Self-Categorisation Theory (Turner, 1985) within a modified and extended version of the MGB (see Figure 12).

Figure 12. The Model of Goal Directed Behaviours (MGB) with SI components



Source: Bagozzi (2000)

These Social Identity constructs are also presented within a related model used to explore specific consumer participation within a virtual environment (Dholakia et al., 2004). As such, it is posited these two modifications to the model acknowledge both the increasingly typical context in which consumers now act, as well as the potential for social identity - and the individual's self-assignment to that identity - to influence behaviour. It is proposed this is a significant step forward, and provides critical support for the rationale for this research.

However, in both cases, there is no clear explanation as to whether these social identities within the decision-making context are *pre-existing* identities that are salient within the decision-making context, or are identities *created as a result of* the specific decision-making context. This distinction is important for the formation of the central hypothesis of this research, and will be returned to in the subsequent review and discussion of literature relating to social identity creation, and the individual's acceptance or inclusion of these identities.

Thus, within these contexts, two underlying assumptions would appear to remain. First, that the individual's psychological decision-making process is 'stable' over time, and context, at its most pervasive, can wrap around the individual, but cannot permeate. That is to say, it is argued these models are predicated on the assumption that individual behaviour is a product of essentially personal, psychological processes. Whilst acknowledging subjective norms (within all models), there would appear to be a paucity of support for the argument that social factors can more intimately influence psychological factors; that the social and psychological may be involved in a more complex, dynamic and intimate relationship. This represents a central tenet of social identity theory (Tajfel & Turner, 1978), and will be returned to shortly.

Second, and as an extension of the previous point, it is argued these models remain predicated on the assumption that personal attitudes (towards the act, success, failure and the process required to reach an outcome) are largely beyond the reach of social influence, and remain key in predicting desires, intentions and subsequent behaviours. That is to say, rather than these constructs more simply constraining or enhancing held attitudes and the subsequent intentions and behaviours, the models do not appear

to acknowledge that such attitudes themselves can be shaped and adapted by norms and social context. It is argued that these positions are to be expected, reflecting the legacy of a reductionist and individualist stance in psychology (cf. Abrams, Wetherell, Cochrane, Hogg, & Turner, 1990; Hogg & Turner, 1985; Reicher, 1984), and the foundational view that considers group and social behaviour essentially as an extension of solely psychological process (Allport, 1935).

Indeed, this perception of attitude formation being a purely psychological process is recurrent within the literature that extends these theoretical positions toward sustainable, ethical or responsible behaviour in the consumer context: attitudes are dependent on beliefs (Kilbourne & Pickett, 2008), which in turn are formed based on values schemata (cf. Schwartz, 1994), which in turn again are formed from personality types (Hirsh & Dolderman, 2007).

Thus, a conclusion that can be drawn from this particular stream of literature is that not only are attitudes deeply personal, but that they are also deep.

Accepting this argument, and adopting for a moment a purely practitioner perspective, this presents a considerable conundrum for the marketer. If accessing (and potentially 're-calibrating') personality types and values schemata (Kasser, 2002) is the root to bringing about effective consumer behaviour change in the name of sustainability, is this not an Herculean (if not impossible) task? And regardless of size or likelihood of success, is it even acceptable to undertake such a task for fear of accusations of manipulation, within such a sensitive and socially charged context? In reviewing models that focus on the antecedents of behaviour (both individual and collective), the process by which these models would advocate the encouragement of prosocial behaviours appears complex and daunting.

2.2.5 Conclusion

This first section of the literature review has focused on what are argued to be the core tenets of consumer behaviour theory. Starting with the expectancy-value model, this review has focused on the role of attitudes as a key construct within the

conceptualisation of consumer behaviour. Whilst it is possible to see attitudes become one of an increasing number of antecedents to intention and behaviour in later models, and so arguably less dominant, they remain central to all of the models. Furthermore, despite a number of advancements in terms of identifying and locating additional mediator and moderator constructs within the models, the social context in which decisions are made, and behaviours enacted, appears largely marginalised. Whilst recent models acknowledge key aspects of social identity theory as potential influencers, it is tentatively argued that the inclusion of these constructs within the models could be elaborated; that social context, and the self-categorisation process that can occur within that context, may not only influence desire (see Bagozzi, 2000), but also attitudes, anticipated emotions and subjective norms. That is to say, social context and social identification may well be far more influential in what could be labelled the 'upstream' steps of the consumer decision-making process.

This distinction is highly valid in the context of this research, since an acknowledgement of the broader potential influence of social identity and the categorisation process may reveal alternative - and far more realistic - options for behaviour change available to marketers, as such removing - at least in part - the conundrum regarding effort and potential backfire effects presented earlier. Furthermore, it will be argued that such social identities need not be solely pre-existing or exogenous to the behaviour context, but can potentially exist and be defined by the very consumption context in question. That is to say, momentary and contextual.

Whilst this distinction between pre-existing and context-dependent salient social identities will be returned to and explicated further momentarily within the review of the social identity and self categorisation literature, attention will now be turned to the specific consumer behaviour that is the focus of this research, namely prosocial behaviour. Whilst the term is used widely and at different levels of abstraction within the literature, it is its specific relationship with attitudes and other antecedents that makes it of particular interest to this research.

2.3 Prosocial behaviour

2.3.1 Introduction

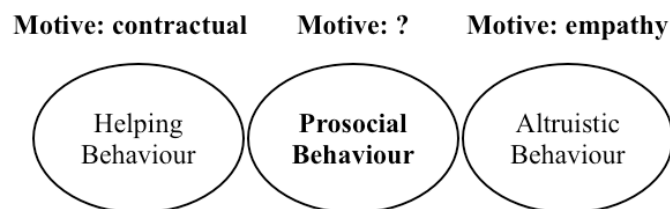
This section of the literature review focuses on the social phenomenon of prosocial behaviour. Specifically, prosocial behaviour is defined, and conceptually distinguished from other forms of socially constructive behaviour, namely those that the literature terms 'helping behaviour' and 'altruistic behaviour'. Further attention is given to the latter, and the theoretical debate that continues within the literature regarding an accurate conceptualisation and empirical support for altruistic behaviour. Indeed, this conceptual debate is arguably being played out within one of the prominent behaviour models for pro-environmental behaviour, namely the Value Belief Norm model (VBN; Stern et al., 1999, see Section 2.2.3). This attention is given not to critique the model as such, but to further support the argument that conceptually the antecedents to such behaviour are complex and very possibly somewhat loosely defined within such models. In addition, it is suggested that a continued focus on justifying the constructs may be pulling resources away from developing more pragmatic approaches to encouraging such behavioural outcomes.

Having determined what is considered a clear definition of prosocial behaviour, this section also reviews the literature on prominent forms of prosocial behaviour, specifically within the consumer relevant context of social exchange (Bagozzi, 1975). These forms focus on the giving of time and money as resources to be exchanged for social benefit (Bendapudi, Singh, & Bendapudi, 1996; Reed et al., 2007). In addition, this section reviews the literature that focuses on the contexts and circumstances in which prosocial behaviours occur; typically organisational (e.g. Tidwell, 2005) and long-standing group membership contexts (e.g. Mael & Ashforth, 1992). Finally, this latter context is extended to introduce the phenomenon of brand communities as a specific group membership context in which prosocial behaviours can be observed.

2.3.2 Definitions of prosocial behaviour

Prosocial behaviour is defined in a multitude of ways within the literature (cf. Bierhoff, 2002). On one level, prosocial behaviour describes any behaviour that results in socially-valued outcomes (Hogg & Vaughan, 2007). The term is also used to describe a form of helping behaviour, but where such behaviour is specifically not a product of some formal contract or professional agreement or obligation (Bierhoff, 2002). Within these distinctions, it is argued prosocial behaviour sits between the more formally structured or codified helping behaviour (by way of contract or agreement), and the phenomenon of empathy- or altruism-driven behaviour (cf. Batson, Duncan, Ackerman, Buckley, & Birch, 1981). As such, within this definition, and in contrast to the other two forms of behaviour, it can be argued that prosocial behaviour has no clear drivers or antecedents identified: helping behaviour is driven by contractual obligation, and altruistic helping behaviour is driven by perspective-taking and empathy (Batson et al., 1981; Batson, Eklund, Chermok, Hoyt, & Ortiz, 2007). See Figure 13.

Figure 13. Proposed location of prosocial behaviour



Source: author

It is specifically this lack of defined antecedent(s) that presents opportunities for progressing consumer behaviour research, in that if the focus shifts to socially valued *behaviour*, irrespective of *motive* (and it is assumed consumers are not contractually obliged to enter into relationships with only approved branded products and services), then specific values that are currently considered either a prerequisite for, or at least a significant influencer of, perspective-taking and empathic responses (as the more typical form of prosocial behaviour; Batson, Eklund, Chermok, Hoyt, & Ortiz, 2007; Batson et al., 1988), need not be such prerequisites or influencers. Extending this

argument a little further, then if such attitudes towards empathy and perspective taking become less essential in this case, it is feasible to conceptualise other influencing constructs in the display of such behaviours.

2.3.3 A question of altruism?

There is much theoretical debate within the literature with respect to more fully and accurately identifying the antecedents to prosocial behaviour in its broadest sense. The debate is defined by arguments that appear anchored to the polar extremes of what could be considered a 'motivation continuum' (with pure altruism at one end, and pure egoism at the other). Moreover, each end of the continuum is supported by both long-standing conceptualisations and empirical evidence from eminent academics (e.g. Batson, 1991, 2002, 2011; Cialdini et al., 1987; Cialdini, 1991; Maner et al., 2002). In a recently proposed conceptual development, the Theory of Planned Behaviour (TPB) (Ajzen, 1991) has been further augmented to apply to situations of prosocial consumption (Ross, 2010). Within this development, such prosocial behaviours are proposed as being driven by both altruism *and* egoism, as an affective motivational factor. As such, this amendment to the TPB (Ajzen, 1991) is located somewhere in the middle of the proposed altruism-egoism continuum (or is possibly sliding back and forth).

Even where prosocial behaviour is defined in the context of a specific motivation, there is considerable debate within the literature concerning the distinction between altruistic and egoistic motivations to engage (cf. Batson et al., 1981). For example, where behaviour is a product of personal distress, which is driven by issue awareness beyond the self, should such behaviour be considered a product of empathy and altruism for the broader issue and desire for its resolution, or a product of a far more personally relevant ambition to ameliorate the distress at this personal level? In a very novel experiment to explore this distinction, participants were given a pill (a placebo) that they were told would 'freeze' their current emotional state. These participants were then offered the chance to engage in helping behaviours. The results show that when their moods were seemingly 'fixed' (by the pill), incidences of helping

behaviour were significantly lower. The researchers argue this effect supports the position that we engage in supposedly selfless behaviours in order to ameliorate personal distress, or to enhance our positive mood (Manucia, Baumann, & Cialdini, 1984).

Pro-altruism theorists (e.g. Batson, Quin, Fultz, & Vanderplas, 1983) argue that the *outcomes* of such behaviours should not be confounded with the *motives* for such behaviours. That is to say, just because there are personal benefits from such behaviours, it does not mean that the motives are similarly personal or egoistic.

However, if altruism is to exist, then a pre-requisite for such altruistic motivation is that the self and the other must be perceived as distinct entities (Batson et al., 1997; Batson, 1991, 1998). However, others (e.g. Cialdini, Brown, Lewis, Luce, & Neuberg, 1997) argue that if there is a sense of 'oneness' (arguably as an extreme form of perspective-taking between the giver and receiver of such behaviour) then this cannot be considered altruistic behaviour, since the two entities are not, in this instance, psychologically distinct. Moreover, Cialdini et al (1997) and Maner et al. (2002) have shown that when controlling for this 'oneness' construct within an experimental setting, helping behaviour is indeed mediated not by perspective-taking as proposed by the altruism theorists, but by this concept of 'oneness'.

Experimental approaches to the altruism-egoism debate, regarding helping behaviour, have also revealed insights regarding the role of empathy in conditions of high-cost giving for the protagonist. In short, although empathy can lead to helping behaviour where there is no or negligible costs for the giver, where helping costs are perceived to be high, empathy ceases to motivate such behaviour (Neuberg et al., 1997). This finding is supported by the principal proponents of the altruism-empathy hypothesis (Batson et al., 1983), leading to their conclusion that altruism may be a 'fragile flower easily crushed by self-concern' (p. 718).

This is not to say, however, that a social dimension may not in some way influence the delivery of helping behaviour. Social investment theory (R. M. Brown & Brown, 2007; S. L. Brown & Brown, 2006) for example argues that individuals invest their

own limited resources under conditions where it is perceived such a commitment will also aid the giver in some way (improve their fitness, in evolutionary psychology terms), or where it is perceived that the receiver will not abuse the offer of helping behaviour in some way. This offers an explanation for cases of helping behaviour where there is no kin connection (Hamilton, 1964) or where recipients cannot return the favour at any point (Axelrod & Hamilton, 1981). Instead, social investment theory proposes that helping behaviour occurs as a product of a perceived potential benefit (fitness) for the giver, and when the condition is low risk in terms of abuse or betrayal. As such, whilst not entirely egoistic, there remains a reliance on a self-centred focus, even if it is an extended self.

This view that it is the very act of perspective-taking that results in what could be considered an extended self, and so an egoistic motive to act, is arguably visible within the Value Belief Norm (VBN) model of environmental behaviour (Stern et al., 1999) introduced and discussed previously (see Section 2.2.3). Specifically, in becoming aware of the issue and having some sense of responsibility, does the individual act for the sake of the issue, or rather to remove the psychological discomfort or dissonance felt by the individual in question?

This conceptual complexity may in part explain the continued conflation of altruistic behaviours with prosocial behaviours. In addition, it is almost certainly not a coincidence that the research interest in prosocial behaviour (in the US, at least) increased significantly in the period immediately following the Civil Rights Movement (Latané & Darley, 1989). With such considerable social upheaval and self-reflection demanding examination of human nature, prosocial behaviour quickly became associated with the prerequisites for harmonious interpersonal and group interactions (Griffin & O'Cass, 2005; Twenge, Baumeister, DeWall, Ciarocco, & Bartels, 2007), and thus, it is argued, strongly associated with what many believed *should* be the motivating factors for such behaviour. Indeed, it is not difficult to find prosocial behaviour linked directly with moral behaviour (e.g. Baron, 1997; Batson, Thompson, & Chen, 2002; Groot et al., 2009). Interestingly, such specific social connotations and their impact on the conceptualisation of a key construct is noted

again, when reviewing group behaviour and the process by which individuals align themselves with, or assume some degree of identity with the group (in the form of 'mindless' mob behaviour - see Section 2.5.4.1).

As such, the literature continues to recognise definitions of prosocial behaviour that draw attention to a conscious desire to aid others in some way (e.g. Eisenberg-Berg, 1979; Twenge, Baumeister, DeWall, Ciarocco, & Bartels, 2007). Whilst not entirely eschewing the deliberative and perspective-taking stance, Wispé (1972) however, holds an alternative and more behaviourist view, defining prosocial behaviour as that which has positive social consequences, and contributes to the physical or psychological wellbeing of another person (p.4). This position is important, since it recognises the possibility that whilst of considerable consequence to others, such broader social benefits may be incidental to the individual, or indeed entirely accidental.

Whilst some consider such distinctions a 'game of semantics' (e.g. Eisenberg & Beilin, 1982, p.6), one should not ignore the impact of a dominant cognitive stance over a more behaviourist position, in that the former would appear to extend the sovereignty of the deliberative, stable individual, operating ostensibly as 'an island'. To reiterate, this can be seen in well-cited research focused on the phenomenon of interest: materialism and post-materialism as interpretations of values types (Pepper et al., 2009); environmentalism and materialism as antagonistic values types (Kilbourne & Pickett, 2008), causing dissonance (Leon Festinger, 1957) and the deployment of coping strategies (Lazarus, 1991); and personality types informing values schemata within individuals (Hirsh & Dolderman, 2007).

In all of these cases, the drivers of prosocial behaviour are broadly considered to be located within stable and 'untouchable' dimensions of the self, and the self-concept. As already highlighted, this presents considerable challenges for marketing in terms of what arguably needs to take place in order for consumers to act sustainably or responsibly. Moreover, attempting to take such a route may in some part explain the risks involved in this area (e.g. Osterhus, 1997), and the attitude-behaviour gap that persists (Kilbourne & Pickett, 2008). To reiterate, it is argued that such a strong

heritage and subsequent dominant stance within the marketing academic literature is potentially obscuring the development of alternative models that may make significant contributions to the exploration and manipulation of consumer behaviour in this context. Indeed, away from marketing and consumer research, empirically supported links between prosocial behaviour and social inclusion or exclusion arguably hint at these opportunities (e.g. Twenge et al., 2007), reinforcing the potential influence of context on individual behaviour (e.g. Schaller & Cialdini, 1990).

With prosocial behaviour defined as 'that behaviour that has positive physical or psychological outcomes for others, irrespective of motive' (author), attention is now turned to review how such behaviours may manifest. That is to say, what specifically constitutes prosocial behaviour? In identifying and reviewing the literature to answer this question, attention is given to the specific context of consumer exchange.

2.3.4 Prosocial behaviour in the context of social exchange theory

A core tenet of marketing is the concept of exchange that takes place between two or more social units (cf. Bagozzi, 1975; Brinberg & Wood, 2011; Ekeh, 1974; Emerson, 1976). Specifically, the exchange between the consumer and the brand requires the consumer to relinquish resources of some form, in return for some perceived benefit, derived from a received resource. Indeed, this represents one overarching definition of consumer value (cf. Zeithaml, 1988), where 'perceived value is the consumer's overall assessment of the utility of a product, based on perceptions of what is received and what is given' (p.14). The resource typically given up by the consumer is money, in the act of purchasing the product or service, but it can also be time or effort, in terms of search and consideration, and indeed recommendation and advocacy (Zeithaml, 1988). That said, there are challenges within the literature as to whether time is an exchangeable resource in its own right, or whether it more accurately allows for, or hinders, the exchange of other more tangible resources (cf. Foa & Foa, 1980). However, within the consumer context of charitable giving, both time and money are identified as both legitimate and distinct resources that are available for volitional exchange (Bendapudi, Singh, & Bendapudi, 1996; Reed et al., 2007).

2.3.5 Displays of prosocial behaviour

A review of the literature focusing on typical contexts or settings for displays of prosocial behaviour reveal a tendency to identify such behaviours within organisational or long-standing membership situations. O'Reilly & Chatman (1986) identify displays of prosocial behaviour in the form of contributions to work social events and planning activities, volunteering for tasks that are not required (as a part of the job), attending meetings or events that are not required but that clearly benefit the organisation in some way, as well as making donations to charities and other organisation-supported philanthropic endeavours. Within the specific context of a not-for-profit organisation Tidwell (2005) identifies prosocial behaviours including increased levels of volunteerism and financial donations.

Although not addressed specifically within that paper, such increased levels of volunteerism draws attention to a subtle distinction between helping behaviour and prosocial behaviour as it is defined within this research project. Whilst Tidwell (2005) identifies such increases as a prosocial behaviour, it could be argued that this is actually a form of helping behaviour, in that such behaviour is codified in the relationship between the volunteer and the organisation. That is to say, although the decision to volunteer is indeed voluntary, once taken, there then exists a soft contractual obligation to volunteer, in some cases more, when it is perceived the organisation requires it. This point is most likely not made within the literature, since a clear distinction between helping and prosocial behaviour is not sought. However, such a distinction is required in this instance, since subsequent conceptual model development and hypothesis formation is dependent on the specific identification of behaviours that are not driven by such contractual or empathy and perspective-taking motives.

Whilst this point will be returned at a later point (when detailing the conceptual design and establishing hypotheses; see Section 3), Tidwell (2005) focuses on both helping behaviour *and* prosocial behaviour (as is defined here). Helping behaviour is present, in the form of a soft contractual obligation to volunteer (by virtue of having agreed to volunteer initially). However, beyond a base or expected level of

volunteering of those involved, it can be argued that increased levels of volunteering are above and beyond that level notionally represented by the soft contractual obligation and, as such, constitute a display of prosocial behaviour, in that it is behaviour that is not mandated by obligation, and does not make any assumption regarding an alternative motive (for example, through empathy or perspective taking with the organisation).

This distinction is important in the context of this research project, considering the objective to experimentally manipulate participants to engage in prosocial behaviours, even though they are engaged in a wider market research effort, which in itself could be construed as an exercise in helping behaviour (in that participants are financially incentivised to engage and complete the tasks asked of them). This distinction will be elaborated on subsequently.

Mael & Ashforth (1992) explore similar prosocial outcomes in terms of financial contributions, attendance and support for organisational events in relation to alumni of college. In addition, considering the novel context in which prosocial behaviours were explored here, the authors also identified commitments of advocacy in terms of recommending attendance to the college to their children as an additional form of prosocial behaviour. Within this and the previous literature, social context is identified as a significant predictor of such prosocial behaviour. Indeed, the converse effect is also found i.e. an absence of social context leading to a reduction in levels of prosocial behaviour (Twenge et al., 2007).

In all cases, the prosocial behaviour can also be considered as pre-meditated or planned in some way (e.g. agreeing to volunteer more, step-up donations, attend future meetings, recommend others to attend etc.). In contrast, Levine, Evans, Prosser, & Reicher (2005) focus on prosocial behaviours in a more momentary or emergency context. More specifically, they identify clear demonstrations of prosocial behaviour in the form of lending assistance to those who they witness taking a fall. Even within this emergency situation, clear prosocial behaviours are recorded - and are considered prosocial according to the definition proposed here, since no specific altruistic motive is given (and the behaviour is certainly not mandated).

However, in all of the literature reviewed above, whilst social context is shown to be instrumental in facilitating and encouraging prosocial behaviours (i.e. a strong sense of belonging to the college, a commitment to the non-profit organisation, or, in the case of emergency prosocial behaviour, strong support for a sports team, or the sport itself), the social context in each case can be described as certainly pre-existing, and most likely long-standing in relation to the event. More specifically, in each case, the social context captured or reflected a social identity or category that predated or encapsulated the decision-making and behaviour context: the association with the college (Mael & Ashforth, 1992) dramatically pre-dated the specific decision-making context studied; the involvement with the charity (Tidwell, 2005) predated the requests for further helping behaviour; the love of football, or the support of a specific team predated the opportunity for emergency helping behaviour (Levine et al., 2005). In other words, the social identity was long-standing and independent of the decision-making and behaviour context.

As an alternative view as to whether such entrenched and established conditions are required, or whether social contexts (and their associated identities), that are more dependent on and intertwined with the specific situation in question, are also effective in encouraging or supporting such prosocial behaviours, the recent phenomenon of brand communities will now be reviewed. Such a domain is considered relevant to this research, since brand communities not only reflect an increasingly common context within which consumers exchange and derive value from brands, but their ability to generate novel value for participants further signals the potential for brands and their managers to identify alternative routes to encourage specific behaviours.

2.3.6 Conclusion

This section has reviewed the concept of prosocial behaviour. Attention has been given to various uses of the term within the literature, specifically around the presence or absence of stated antecedents. It has been proposed here that its value as rests specifically in the absence of stated or explicit antecedents, with the focus shifting to

behavioural outcomes, rather than attitudinal motivations. This distinction is made to further support the arguments presented within the previous section, which reviewed the most frequently used decision-making and behaviour models, and the role of social context - in the form of subjective norms and, to a limited degree, social identity - alongside attitudes.

This section has also explored the forms of prosocial behaviour i.e. time and money as distinct resources that can be offered up for exchange by consumers in the process of prosocial behaviour. Finally, empirical studies focusing on displays of prosocial behaviour have been introduced and discussed, to both further support the argument that time and money are acceptable resources in these exchanges, and to introduce the contextual or circumstantial conditions (as opposed to personal predispositions) which, it is argued, contribute to these displays of prosocial behaviour. In addition, the point is made that whilst these social factors may be instrumental in such behaviours, extant literature focuses on long-standing or certainly pre-existing social categories. That is to say, the decision-making or behaviour is explored conceptually or empirically within the context of an established social category.

To extend this view, the next section reviews a consumer environment where it is proposed the social context is far more dependent or intertwined with the decision-making and behaviour outcomes: brand communities.

2.4 Brand communities

2.4.1 Introduction

This section introduces and defines the phenomenon of the brand community. This phenomenon is considered salient to this research for several reasons. First, it focuses on a relatively novel but increasingly typical context within which consumers consume and engage with the brand i.e. an imagined community (Anderson, [1983] 2006) of like-minded individuals. Second, although most typically built around high involvement brands and long-standing rituals (Muniz Jr. & O'Guinn, 2001), it is

argued aspects of the phenomenon can be separated out from these apparent criteria and possibly applied in a more perfunctory fashion to more utilitarian brands. Finally, it is proposed the literature around brand community throws into focus a potential discrepancy or contradictory overlap within the wider marketing literature, namely corporate-supported social marketing, and the presence or absence of potential benefits or value for direct consumers of the brand from that action. This contradiction is considered salient for this research, since it potentially reveals a means by which community practices can yield value both for the consumers involved and, more broadly, society.

As such, this section proceeds to review the literature that identifies both the processes by which such communities are built, and those practices within communities that create value for the consumer. Attention is given to that literature which begins to explore displays of prosocial behaviour within these community contexts. The potential contradiction within the wider marketing literature - as arguably revealed by comparing brand community literature with social marketing literature, is then explored. Finally, conceptual arguments from the fourth literature domain (social identity theory and self-categorisation theory) that apply directly to marketing and consumer behaviour are introduced, both as a potential explanation as to why certain effects occur within the brand community, and as a transition through to the final domain review.

2.4.2 From I to we: the rise (again) of community

Certainly up until the turn of the twentieth century (and very possibly beyond), the clear majority of consumer behaviour literature focused on the consumer as an individual (Bagozzi, 2000), and the concept of community was rarely referenced in the context of consumer behaviour (Muniz Jr. & O'Guinn, 2001). This is somewhat counterintuitive if marketing is accepted as a form of social exchange (Bagozzi, 1975), and considering the central role community has played in dominant social theory (e.g.

Durkheim, [1893] 1964), and indeed in more recent theoretical development around modern tribes, for example (Maffesoli, 1995).

This omission may in some part be due to the common perception that with modern industrial practices came the decline of community in the traditional sense. Certainly physical communities, in the form of villages and towns, underwent considerable change as a result of industrialisation processes (Muniz Jr. & O'Guinn, 2001). Moreover, community and society - or urban society, to be more accurate - were often cited as literal antonyms (e.g. Tonnies, [1887] 2003), with the former representing the 'customary, familial, and emotional rural', and the latter, the 'mechanical, contractual, individualistic, rational and urban' (Muniz Jr. & O'Guinn, 2001, pp. 412 - 413). As Muniz Jr. and O'Guinn (2001) argue, this loss of community, at the hands of industrial and commercial progress, remains a 'grand narrative of the modern period, and one in which consumption plays a very significant role' (p. 413). Indeed, this 'loss' is still perceived today, with the individual consumer, and their apparently growing materialistic desires as represented by consumer culture theory (Arnould & Thompson, 2005) considered 'part and parcel of the loss of community' (Muniz, Jr. & O'Guinn, 2001, p.413). These factors may explain in part why the consideration of consumption and value creation and exchange within a community context - and indeed, a more complex or multi-faceted conceptualisation of consumption and value creation - did not emerge until the early 2000s.

An important distinction made within the more recent literature (e.g. Carlson, Suter, & Brown, 2008; Muniz Jr. & O'Guinn, 2001) is between physical or literal communities (in the traditional sense) and imagined communities (Anderson, [1983] 2006), where there is realistic possibility to physically engage with other community members, but instead such others are imagined to exist. Indeed, Anderson [1983] (2006) argues that most modern communities are 'imagined' communities, but this does not present a barrier to their effective working - quite the opposite in fact: modern communication options and the mass media allow individual members to easily imagine great swathes of similar others within their community. There is an argument that imagined communities may indeed be greater in individuals' minds,

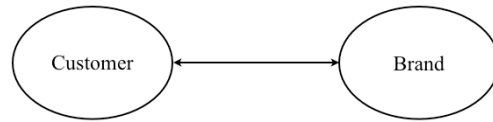
simply due to there being no physical or geographical constraint placed on their imaginations (Carlson et al., 2008; Muniz Jr. & O'Guinn, 2001) .

Irrespective of their physical or imagined state, all communities display three distinctive features (Muniz Jr. & O'Guinn, 2001). First, there is a *consciousness of kind* (Gusfield, 1978), describing the connection that members feel towards each other and the 'collective sense of difference from others not in the community' (Muniz Jr. & O'Guinn, 2001, p.413). Second, communities contain *shared rituals* and *visible, repeating behaviours*. These exist to provide some form of social momentum and preserve meaning within the community (Douglas, Douglas, & Isherwood, [1979] 1996), as well as to initiate and maintain community specific norms and values (Marshall, 1994). Thus brand communities can potentially influence key predictors (subjective norms) as identified within the Theory of Planned Behaviour (TPB; Ajzen 1991; see Section 2.2.1) and other behaviour models. Third, communities display what is considered a sense of duty or *moral responsibility* (Muniz Jr. & O'Guinn, 2001, p.413), both towards the community as a whole, and towards specific members of the community.

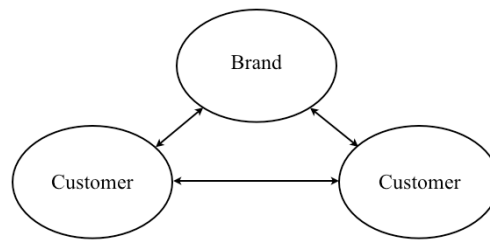
2.4.3 A definition of brand community

Muniz Jr. and O'Guinn (2001) conceptualise brand communities as displaying these same three characteristics, namely consciousness of kind, shared rituals and practices, and a moral responsibility towards others within the community, and the community itself. Further, these qualities are empirically supported through research on a number of such communities anchored around a range of consumer brands relating to a number of product categories (from car brands, to personal computing brands). As such, a brand community is defined as 'a specialised, non-geographically bound community, based on a structured set of social relations among admirers of a brand' (Muniz, Jr. and O'Guinn, 2001, p. 412). Rather than the traditional dyadic relationship between the consumer and brand. Muniz Jr. and O'Guinn (2001) visualise a triadic relationship between the customer, the brand and other consumers (see Figure 14).

Figure 14. Dyadic and triadic customer-brand relationships



Traditional Model of Customer-Brand Relationship

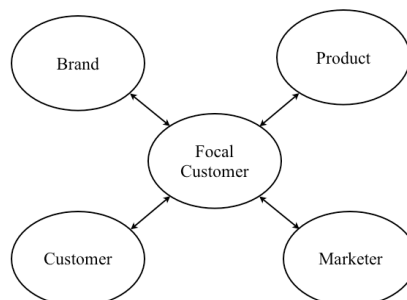


Muniz and O'Guinn's (2001) Brand Community Triad

Source: McAlexander et al. (2002)

Later conceptual and empirical research on the phenomenon (McAlexander, Schouten, & Koenig, 2002) advances this definition in two ways. First, it places the consumer at the centre of the community (whereas previous conceptualisations had implied a more decentralised approach). Such a consumer-centric approach would be appropriate, considering the imagined status of most communities (Anderson, [1983] 2006). Second, the argument is made that the 'meaningfulness of the community' (McAlexander et al., 2002, p. 39) is defined by the actual experiences *within* the community, rather than from the brand around which that experience potentially revolves (see Figure 15).

Figure 15. Customer-centric model of brand community



Source: McAlexander et al. (2002)

Conceptually, this proposed perspective shift is salient for the research presented here, in that it proposes that the value - and so survival - of the community resides not exclusively in the qualities of the brand itself, but rather in the wider range of experiences *within the community* (McAlexander et al., 2002, italics added). As such, an argument can be built that even low-involvement and utilitarian brands may be able to generate strong community effects, since such effects, as a result of experiences within the community, are not necessarily predicated on an experience-rich brand in the first place. This is notable, considering the ambition of this research to provide a meaningful contribution towards more sustainable consumer behaviour for all brands, not just those that are well resourced. That is to say, if one can decouple the community effects from the brand, then the potential for more marketers and their brands increases. This is despite a continuing pre-occupation, however, within the literature to focus on high-involvement and well-resourced brands that lend themselves to overt and public displays from users (e.g. Fournier, 2009; Hassay & Peloza, 2009; Muniz Jr. & O'Guinn, 2001; Stokburger-Sauer, 2010; Woisetschlager, Hartleb, & Blut, 2008).

2.4.4 Communities and the creation of value

One identified form of value created through participation within a brand community, is the sense of integration within the community and the positive feelings that then accrue, not just towards the community, but also toward the focal brand and indeed the category or sector as a whole (McAlexander et al., 2002). This value has been identified not just within community die-hards or stalwarts, but also within new members. Interestingly, no significant discussion is found within the brand community literature that explicates these positive feelings, as a result of integration. It is argued that such outcomes or benefits for the consumer in this context can be understood, or certainly explored more effectively, within the context of social identity theory (Tajfel & Turner, 1986) and self-categorisation theory (Turner, 1985). This exploration will be returned to, within the next and final literature review section.

In exploring further the creation of value for the consumer, more recent research has challenged the previously referenced dyadic consumer-firm relationship (see Figure 14) that argues for the consumer being essentially exogenous to the process models of the firm (Deshpandé, 1983), and has argued that the consumer is in fact endogenous to these processes (McAlexander et al., 2002). That is to say, the consumer co-creates value with the firm, rather than being a passive recipient of such value. This has significant implications for the practices that emerge within brand communities (as a more contemporary view of the consumer's possible consumption and behaviour environment).

Schau, Muñiz, & Arnould (2009) conceptualise and find support for twelve distinct practices that create value within brand communities. Moreover, they find these practices to exist across communities, seemingly irrespective of the category or sector of the focal brand. Schau et al (2009) argue that these practices display both an anatomy (in terms of rules, skills, and emotional commitments) and a physiology (in terms of how they function and interact with each other). Across nine brand communities, the process of creating value is found to consist of community engagement practices, brand use practices, social networking practices and impression management practices (Schau et al, 2009, p. 36).

Whilst it is argued a more comprehensive review of these value-creating practices is beyond the scope of this literature review, it is important to note that in several areas of Schau et al.'s (2009) 'anatomy' of practices, one can argue that social identity and self-categorisation processes are at work. That is to say, it is argued there are clear references to the core tension between wanting to belong, yet also wanting to be distinctive (Brewer, 1991). It is argued this can be seen within the community engagement practices, such as 'badging', 'mile-stoning' and 'staking' (p.36), as well as social networking (in terms of 'welcoming' and 'empathising'; p.37), as forms of self-categorisation and acceptance of the group or community identity (belonging). Yet, impression management (such as evangelising), and to a certain extent brand use (customisation; p.37), can be seen as manifestations to be unique - or, more accurately, prototypical - within the group or community (distinctive).

These references are made in order to justify that social identity theory presents a rich opportunity to explore further the processes and effects of when consumers are brought together in some way. Moreover, it is proposed that such a perspective allows for a clearer view of how such practices focused on encouraging sustainable behaviour may also be beneficial - in terms of value created - for the consumer and indeed the firm. This latter point is considered particularly pertinent, considering the potential 'backfire effects' (cf. Petrova & Cialdini, 2005) that are frequently discussed within the literature on sustainability strategies (e.g. Luchs, Naylor, Irwin, & Raghunathan, 2010) and attempts to encourage sustainable consumer behaviour (e.g. Osterhus, 1997). In other words, social identity theory and self-categorisation theory (Tajfel & Turner, 1986; Turner, 1985) present an opportunity to better understand how specific (sustainable) behaviours within consumer collectives (either communities or groups) can be encouraged, and indeed how the outcomes of that encouragement can be construed as constructive for both the consumer and the brand involved.

2.4.5 Brand communities and social action

The brand community literature identifies a number of behaviours that can be construed as prosocial, such as welcoming, giving support, marking progress, evangelising (cf. Schau et al., 2009). More specifically, it can be argued that these behaviours emerge most naturally from Muniz Jr. & O'Guinn's (2001) third marker for the existence of community, namely that of *moral responsibility* (p. 413) towards the community and those within it. Indeed, referring back to previous literature reviewed on the subject of prosocial behaviour (e.g. Mael & Ashforth, 1992; Tidwell, 2005), whilst it may not be explicitly stated as *sufficient* to elicit prosocial behaviour, it is certainly implied that some sense of community is a *pre-requisite* to promote prosocial behaviour. However, it is argued that caution should be applied in accepting the term *moral responsibility* (Muniz Jr. & O'Guinn, 2001) too literally. To do so may be to step momentarily into the ambiguous area initially discussed within the prosocial literature section. That is, that such behaviours are contingent on some

'perspective-taking' (e.g. Batson et al., 1981) or self-transcendent values schema (cf. Schwartz, 1994) within the individual. Instead, it is argued that the responsibility towards the community and its survival and success, may be as much due to selfish or egoistic incentives, as moral (cf. Cialdini et al., 1987; Cialdini, 1991; Manucia, Baumann, & Cialdini, 1984). As such, this may be less to do with a moral responsibility (Muniz Jr. & O'Guinn, 2001), and more to do with a personal liability.

Aside of motivation or context, however, the existence of prosocial behaviour within a brand community raises a question of definition within this research. Specifically, should the behaviours that are implicitly prosocial and enacted solely to maintain and enhance the community, be considered separate from those behaviours that are explicitly prosocial, i.e. enacted in order to meet some overt, prosocial goal? Whilst discussed further subsequently, it is argued the answer to this question is yes, in that the latter may provide opportunities for such behaviours to be extended beyond the community or group in question, and as such mitigate or control for potential negative effects towards those individuals, groups or communities perceived as outside the focal group or community (cf. Escalas & Bettman, 2003; White & Argo, 2009; White & Dahl, 2006)

A small body of literature does draw on this distinction within the brand community context (e.g. Bagozzi, 2000; Bagozzi, Dholakia, & Mookerjee, 2006; Hassay & Peloza, 2009), focusing on behaviours or outcomes within the communities that are explicitly prosocial i.e. prosocial in their end- ambitions, rather than just as a means by which to keep the community functioning effectively. Bagozzi (2000) presents an augmented version of the Model of Goal Directed Behaviour (MGB; Bagozzi & Edwards, 1998) to reflect this behaviour, and incorporates aspects of what he refers to as 'social identity/social categorisation theories' (p. 394) to explain social action in the context of consumers acting as groups or communities. Specifically, Bagozzi (2000) argues for a recognition of the dominant ontological perspective of 'singular agents' (p.391) even within community or group settings, if for no other reason than to challenge its sovereignty, and to argue for a more social perspective on the 'attributes, actions and reactions' (p.391) in such a context. That is to say, the dynamics of the

group are assumed to be an aggregation of the dynamics between individuals, in that the group setting has no effect but to amplify the interpersonal. In other words, there is no moderating effect of group on the individual.⁵

However, when applied to the context of marketing (albeit in a broad context), Bagozzi (2000) focuses on aspects of social identity that are exogenous to the augmented model of goal directed behaviour (MGB). That is to say, the self-categorisation factor and the affective-evaluative factors clearly relate to a pre-existing social identity, with a higher level of abstraction (in this case, national identities; Brewer, 1991) than the specific environment that the social group finds itself in.

Once again, this raises the question that in turn informs the research:

Can more temporary and endogenous social identities contribute effectively to the creation of 'intentional social action', or prosocial behaviour?

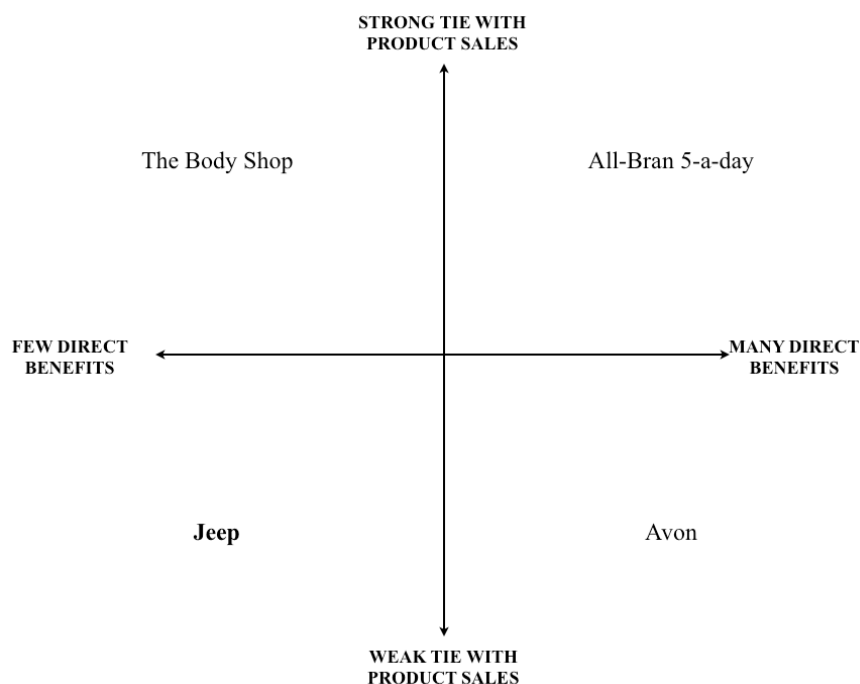
Before turning to the literature that informs a novel response to this question, and so justifies the rationale for this research, it is considered appropriate to reflect for a moment on two pieces of marketing research that do indeed focus on a more temporary, or certainly endogenous social identity within the brand community context. Although borderline anecdotal (since it refers to just one case study amongst many in two distinct research papers), it is argued the papers contradict each other, and as such reveal a glimpse of the potential to foster prosocial behaviours from consumers, but without the typically associated antecedents such as specific values, morals or perspective taking. This short final review of the brand community literature, along with a piece of literature from the social marketing domain, will conclude this section, before turning more fully to the literature on social identity theory and self-categorisation theory.

⁵ Yet this moderating effect is identified and explored away from the marketing literature (e.g. Bratman, 1999; Tuomela, 1995).

2.4.6 Brand community and social marketing: an inconsistency?

Social marketing describes the committing of commercial marketing expertise and resources in order to address a social challenge, or to affect some level of behaviour change within society as a whole (cf. Belz & Peattie, 2012). Considering the subject and broad objectives of such campaigns, the commercial partner typically aligns itself with either a government entity, or a non-profit organisation. This is not to say there are no objectives for the commercial partner, otherwise there would be no commercially valid reason to engage, beyond a broad reputational advantage for undertaking such philanthropic efforts. To this point, Bloom, Hussein and Szykman (1997; in Goldberg et al., [1997] 2008) present a matrix in order to evaluate the potential direct benefits to any commercial partner engaged in social marketing efforts. These direct benefits (as opposed to more indirect reputational benefits) are defined as either direct benefits to the principle consumers of the focal brand, and direct benefits to the focal brand itself. Bloom et al [1997] (2008) populate this matrix with several high-profile social marketing partnerships for validation purposes (see Figure 16).

Figure 16. Matrix of social marketing programmes



Source: Bloom et al. [1997] (2008)

Interestingly, one of the companies featured within the research - and a specific social marketing initiative they are committed to - is also featured as a case company within the founding brand community literature, namely Jeep (McAlexander et al., 2002). In both papers, references are made to the weekend meetings organised by Jeep US to bring together recent and long-standing Jeep owners, to discuss, share and celebrate Jeep ('JeepFests'⁶). One of the core activities that take place within these meetings is the long-standing commitment by Jeep to the US social initiative, Tread Lightly.⁷ This initiative encourages people to enjoy and respect America's natural environment. For Jeep, as one of the official partners of the programme, this involves educating Jeep drivers in using their vehicles appropriately and efficiently off-road. This translates into both using only sanctioned off-road tracks and routes, as well as learning more effective driving skills in terms of using the capabilities of the vehicle more effectively.

Within the social marketing literature, this commitment from Jeep to Tread Lightly is considered to deliver minimal benefits to both the direct consumers of Jeep (drivers), or the company itself (see Figure 16). As such, they consider this particular commitment to be a very specific form of social marketing, where nearly all benefit is accrued by society, and very little to those directly associated with the brand i.e. social marketing, with the emphasis on social. At first glance, this would seem an appropriate conclusion, in that educating consumers about the perils and inappropriateness of driving over the US countryside would certainly not add anything to the Jeep brand experience for the consumer (considering the brand's positioning) and may even prompt a re-evaluation as to whether owning a Jeep is the right thing to do at all.

However, a more detailed review of the brand community literature would suggest otherwise. In this context, it would seem the commitment to Tread Lightly provides considerable value for members of the Jeep community, when they are brought together for the brand-organised weekend meetings (McAlexander et al., 2002). Delivered by experienced drivers for the benefit of new owners and less experienced

⁶ For an example of a JeepFest, please see <http://www.jeeptbeach.com>. Accessed 10.5.2013.

⁷ For more information, see www.treadlightly.org. Accessed 10.5.2013.

drivers, the literature reports a strong and positive reaction to the process, with it being considered an integral part of the 'JeepFest' experience. Specifically, the commitment to Tread Lightly, as experienced through advanced driving lessons delivered during the JeepFest experience, increases the experience for community members, and results in stronger associations and feelings of commitment towards the brand (McAlexander et al., 2002). In other words, the experience is valuable to both the consumer of the brand, and the brand itself.

On further reflection, this should not be surprising; the driving experience would seem to reflect the three markers of community as introduced and discussed earlier, namely a shared consciousness of kind, reinforcement of rituals, and a sense of moral responsibility towards the community and its members (cf. Muniz Jr. & O'Guinn, 2001). More specifically, the Tread Lightly experience would seem to relate to many of the component processes within the 'physiological' value creation system within brand communities (Schau et al, 2009): welcoming and empathising (social network), documenting, badging and mile stoning (community engagement), and to a degree, customising (brand use) and evangelising and justifying (impression management).

Amongst the value identified, for consumers of the brand, and by association for the brand itself, one should also not lose sight of the value created for the US environment itself. As such, the behaviour displayed by these 'JeepFest' attendees - both those who teach and those who learn - has a clear prosocial dimension as defined here, in that it is contributing to the psychological and physical wellbeing of others (i.e. the environment, and all those who gain value from it). To be clear, it is proposed this is not helping behaviour (as neither instructor nor learner is in any way mandated or contractually obliged to undertake this behaviour), nor is it altruistic behaviour, for the reason that the motives to engage in such behaviour are almost certainly egoistic in origin.

To begin to explicate this phenomenon further, and as an introduction to the final literature domain, it is proposed that participants engage in the behaviour in this instance, in order to better place themselves within the social category that the JeepFest experience makes salient. That is to say, with the category of 'Jeep User' and

all its associations and connotations primed for these individuals, they look to include its key characteristics within the social component of their self-concept, and behave accordingly (cf. Brewer, 1991; Reed, 2002). Thus it is argued that a primary motive for the behaviour by these members, having 'accepted' the JeepFest category and its associated identity, is their ambition to align themselves with the category and be both consistent and prototypical within the category. These arguments will be explicated more fully in the final section of the literature review, looking at social identity theory and self-categorisation theory.

2.4.7 Conclusion

This section has reviewed the literature on the phenomenon of brand communities. Despite the concept of community being a central feature of broader social theory development, it has been shown that the study of brand communities is relatively recent (post 2000). However, brand communities provide an extremely valuable lens through which to not only explore the consumer-brand relationship, but also the consumer-consumer relationship, and the myriad novel ways that value can be created within those relationships, many of which are beyond the control of the focal business (cf. McAlexander et al., 2002). Having defined brand community, this section has also reviewed literature that has found empirical support for the mapping of characteristics typical of more general community across to brand communities. Characteristics have been explored further, looking at the processes by which value is created within brand communities. These conceptualised processes also find empirical support within the literature.

Attention has also been given to the behaviours that occur within brand communities, and it is noted that many of these behaviours result in prosocial outcomes - certainly for those within the focal community and, under certain conditions, for those beyond the community in some form. Indeed, it is the focus on prosocial behaviours that leads to a potential contradiction within the wider literature, namely between brand community research, and social marketing research. Where the latter identifies a specific case study initiative as yielding no value for the firm nor its direct customers,

the brand community literature would appear to uncover a considerable stream of value for those involved. This gap or discontinuity within the literature is highlighted for two reasons. First, it draws attention to the myriad ways value can be construed by consumers within a given context (in this case, largely beyond the control of the focal brand). Second, it provides a vivid, if anecdotal, example of the creation of prosocial behaviour under novel circumstances i.e. without the explicit recognition of accepted antecedents for such behaviour, such as transcendence oriented values or empathy and perspective-taking stances. As will be discussed more fully momentarily, this effect focuses on the very centre of this research project, namely the creation of prosocial behaviour within consumers, but under novel, and arguably less onerous conditions for marketers and their brands.

However, attention is also drawn to the fact that in the case referenced in this section, the reliance on well-established, well-resourced brands persists. In the case of Jeep, it enjoys considerable brand fame, and is arguably a heritage brand in the US (cf. Wiedmann, Hennigs, Schmidt, & Wuestefeld, 2011). In other areas of the literature looking at brand community effects, the story is similar: Apple, Harley-Davidson, Saab, Ford, Mini for example are indicative of the type of brand studied (e.g. McAlexander et al., 2002; Schau et al., 2009). Indeed, the literature states explicitly that such communities 'are probably most likely to form around brands with a strong image, a rich and lengthy history, and threatening competition. Also, things that are publicly consumed may stand a better chance of producing communities, than those consumed in private.' (Muniz Jr. & O'Guinn, 2001, p.415).

As such, the question emerges: are such behaviours available solely to those brands that are able to convene such communities? Although raised briefly within the literature on brand community in the context of charity brands (e.g. Hassay & Pelozo, 2009), it is argued that a more comprehensive answer to this question lies in a review of two theoretical areas relating to group behaviour, and the processes of our joining such groups: social identity theory and self-categorisation theory. It is to the literature that introduces, develops and tests these theories that this review now turns.

2.5 Social identity and group formation

2.5.1 Introduction

This final section of the literature review addresses the phenomena of social identity and self-categorisation (Tajfel & Turner, 1986; Tajfel, Flament, Billig, & Bundy, 1971; Tajfel, 1982; Turner, 1985). Both are considered integral to the proposed research opportunity and research question, since they potentially help reveal an alternative approach to engaging consumers in behaviours that can be considered as prosocial. Such behaviours have already been identified within community and organisational settings (see Section 2.3.5), and it is argued that the theoretical positions of social identity and self-categorisation provide a justification and explanation for these behaviours. Moreover, it is proposed this domain further reveals and supports the belief that such behaviours may not be dependent on such well-established and well-resourced contexts, such as high-involvement brand communities, long-standing organisational structures, or even national identities. As such, these theoretical positions provide clarity in terms of deconstructing the more complex structure of the brand community, and isolating which salient component parts may be applied to elicit such behaviours within a more functional (and accessible) context.

Consequently, a more detailed understanding of the literature that explicates these theories and their empirical support is required, in order to explore more effectively viable routes by which prosocial behaviours can be encouraged within consumers.

This section starts by introducing and exploring the concept of the social identity, and then introduces the key literature that charts the development of Social Identity Theory. Acknowledging that this theory domain focuses on inter- and intragroup behaviours, rather than the processes by which individuals align themselves with, or seek and accept membership of, groups, attention is then given to the specific sub-domain that explores these processes or mechanisms of inclusion, namely Self-Categorisation Theory (Turner, 1985). The application of these theoretical perspectives to other social psychological phenomena - and empirical support where it

exists - is also reviewed. Specific attention is given to the conceptual distinctions between de-individuation and de-personalisation, as the consequences of the individual's inclusion within the group. This distinction is considered valid, both in terms of disentangling the emotional social connotations of group behaviours from actual processes and outcomes and as a way to more accurately reflect on the mechanisms and potential consequences if applied within a consumer context. That said, the potential negative effects of group inclusion and behaviours are also reviewed, namely out-group derogation. Again, this is considered highly relevant for research within a consumer context, and the literature that looks at processes or means by which such behaviours may be mitigated is also reviewed. Next, the literature around the application of these theoretical perspectives in specific consumer contexts - such as it is - is also reviewed. Finally, a consideration is given to the types of social identity that are focused on within the empirical literature in this area; specifically, pre-existing or exogenous identities in field-oriented literature, and more novel or endogenous identities within laboratory-conditions literature.

It is noted that this section of the literature review is more substantive than the previous sections. This is justified for two reasons. First, it is argued both social identity theory and self-categorisation theory are pivotal to the research discussed within this thesis, and a more detailed exploration casts a brighter and more focused light on the research opportunity. Second, many of the theoretical and empirical pieces of research referenced in earlier review sections are discussed briefly again within this section, since it is argued that social identity theory and self-categorisation theory offer insights, justification and support for this literature.

2.5.2 Social identities: an introduction

There is a paradox at the heart of social psychology in that, on the one hand, it focuses on the mental properties that are under the exclusive control of the individual yet, on the other, it seeks to understand the wider social and societal mechanisms, that cannot be reduced to a mere aggregation of individual responses (Turner & Oakes, 1986). Thus, if it is to meet both of these objectives in some way, it can be argued that social

psychology needs to be a 'non-individualist science of the individual' (Turner & Oakes, 1986, p.237).

This draws attention to the contentious distinction between 'cognition' and 'social cognition', and whether there can be a non-individualistic sense of the individual (Pepitone, 1981; Turner & Oakes, 1986). Traditional cognitive psychology proposes that 'the individual is the sole psychological and/or social reality' and 'social psychology is merely the application of general psychological principles to the more complex stimulus conditions of the social environment' (Postmes & Branscombe, 2010, p.226, paraphrasing Allport, 1927). Such a view is predicated upon the assumption that individuals think in general as individuals and not as part of an interactive, social-psychological process (Sampson, 1981). Thus this paradox is evident within social psychology: group cohesion (often in extreme situations) is typically conceptualised as due to *interpersonal* bonds between specific group members (cf. Ellemers, Spears, & Doosje, 2002; Hogg, 1992; Hogg, 2011; Prentice, Miller, & Lightdale, 1994), and the propensity to either align or distance oneself from a group environment is seen as primarily down to the perceived benefits (or not) for the *individual* in question (Crocker & Luhtanen, 1990; Luhtanen & Crocker, 1991). This should not be a total surprise, however, considering that the majority of research has taken place in cultural settings that place a heavy emphasis on individualism and personal identities (Triandis, 1989).

However, it is undeniable that we are social creatures, and in fact are totally dependent on social interaction for our effective functioning and indeed survival (Brewer, 1991). Indeed, there are clearly documented examples of where some form of socially oriented behaviour cuts directly across what could be considered most effective for the individual: team members who feel personally responsible for the team loss, irrespective of actual blame (Taylor & Doria, 1981); those involved in research who remain committed to the research group, despite unambiguous failure and the opportunity to leave (Ellemers, 1993); or individuals who place themselves in direct personal danger in the name of group membership, such as animal rights

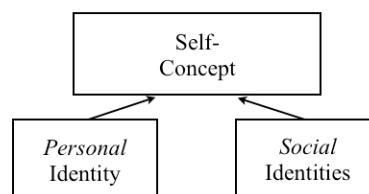
supporters or fervent environmentalists (Drury & Reicher, 2000). Probably the most extreme demonstration of such a collective commitment, however, are the cases of troops deciding in the moment to throw themselves on live grenades in order to protect their close-quarter colleagues or, in a far more pre-meditated example, the actions of the Japanese Kamikaze pilots from the Second World War (Ellemers et al., 2002). In both these cases, it could be argued that any personal preservation is completely sacrificed in the name of collective - or even national - survival.

Returning to the consumer context, references have already been made to pockets of literature that either directly or indirectly address this apparent paradox within the wider social psychology field, both within more general decision-making models for consumer behaviour (e.g. the Model of Goal Directed Behaviour (MGB); Bagozzi & Edwards, 1998; Perugini & Bagozzi, 2001), and within the specific context of brand communities (e.g. Muniz & O'Guinn, 2001). The latter – as ‘a specialised, non-geographically bound community, based on a structured set of social relations among admirers of a brand’ (Muniz & O'Guinn, 2001, p.412) - has been identified as an important aspect of emerging consumer behaviour research, due to the existence of multiple forms of co-operative and prosocial behaviour within these communities (e.g. McAlexander et al., 2002; Schau et al., 2009; Stokburger-Sauer, 2010). In addition, the potential role of social context has been identified on several occasions as informing consumer behaviour models, specifically within virtual communal venues (Bagozzi & Dholakia, 2002; Dholakia et al., 2004).

It is now proposed that a foundational construct within this consumer-focused literature is the concept of the *social identity* (Tajfel & Turner, 1986; Tajfel, 1978, 1982; Turner, 1985, 1975). A social identity refers to 'those aspects of a person's self-concept based upon their group memberships together with their emotional, evaluative and other psychological correlates' (Turner & Oakes, 1986, p.240). More specifically, it is posited that the individual's self-concept comprises different subsystems, one of which is a cognitive structure, presenting a ‘system of concepts available to a person in attempting to define himself’ (Gergen, 1971, p.211). These

concepts fall into two distinct categories: those that are specific to the individual, which are considered attributes of personal identity (Baumeister, 1998) and those that represent or signal the memberships of formal or informal groups, which are considered attributes of social identities (cf. Postmes & Branscombe, 2010; Brewer, 1991; Turner and Oakes 1986). That is to say, a social identity is representative of a distinct social category, of which the individual considers him or herself to be a member (see Figure 17).

Figure 17. Components of the self-concept



Source: author

Accepting this conceptualisation of social identity, two observations quickly become apparent from the immediately preceding discussion. First, there are clear cases of where such a social identity would seem perhaps temporarily to over-write the personal identity. This further highlights the paradox and arguably the shortcomings of much research in social psychology through its continued focus on the psychological solely within, but separate from, the social. Second, it proposes that whilst the personal identity is stable or consistent, the individual has access to a myriad of social identities. That is to say, certain social identities - as expressions of distinct social categories - are more or less attractive based on contextual factors, and are chosen accordingly. The language here regarding attractiveness and choice is deliberate: whilst groups can be created, and membership bestowed on individuals without their express permission, it is proposed that the commitment to that group i.e. the adoption or inclusion of the social identity within the self-concept, is entirely at the volition of the focal individual (cf. Brewer, 1991). That is to say, it is entirely at the individual's discretion whether the social identity is 'chosen', and '...I becomes we' (Ellemers et al., 2002, p.477). It is argued that this distinction is important in the

context of consumer behaviour: a marketer can arguably be in control of making a group or identity salient for consumers, but they cannot determine whether consumers choose to accept that group and commit to membership. This conceptual distinction will be returned to later within the research design.

2.5.3 Social identity theory (SIT)

Whilst the concept of the social identity informs, and is acknowledged within, a wide range of literature, its development is attributable to Henri Tajfel (1978, 1982) and John Turner (1975, 1985), through its location within the wider social identity theory (Tajfel & Turner, 1986). As well as advancing the conceptualisation of the self-concept as comprising of two distinct parts, social identity theory starts to explore the processes by which the social and personal combine to form the self-concept at any one moment. Indeed, within the wider literature, social identity theory is frequently referenced as attempting to explain a multitude of social effects. Whilst it is always good to be popular, there are concerns that such an interest and popularity has led to it being appropriated for uses beyond its original scope, resulting in some questions over its validity (Postmes & Branscombe, 2010; Reicher, Spears, & Haslam, 2010).

However, a closer review of the original literature shows the theory focusing primarily on the broad motives for group formation, and the subsequent actions of these groups. Regarding the former, it is proposed the basic - and consistent - hypothesis for group membership is a motivation 'to seek positive social identity by comparing in-groups favourably with out-groups' (Turner & Oakes, 1986, p.240). With this motivation to join, it is apparent what will typically happen once membership is accepted, namely identity-sharing individuals will work together to improve the social standing of their group, and by association themselves, in the name of establishing and furthering 'positive distinctiveness' (Tajfel & Turner, 1979) vis-à-vis out-groups. Social identity theory commits considerable resources to exploring this process within highly negative contexts: social class issues, xenophobia and racism. Indeed, it was these two distinct, and highly divisive phenomena that brought

Henri Tajfel and John Turner together to become the principal architects of Social Identity Theory and subsequent theoretical developments.

2.5.3.1 Minimal group paradigm

A foundational element of social identity theory is the study of what has become known as the 'minimal group' (Tajfel, 1978a, 1978b). The minimal group describes the group bestowed with the minimum required qualities or characteristics that still result in an individual member behaving in ways that recognise an in-group and an out-group (Tajfel, 1970). This condition was focused on in order to better understand the processes of prejudice formation. In order to explore these minimum requirements, Tajfel (1970) stripped back all of the characteristics that typically denote a group, and that provide it with the justification for in-group bias and out-group derogation. These qualities included: face to face contact and interaction; conflict of interests; any possibility of a history of hostilities between the groups; and any utilitarian link between the subjects' responses and their self-interest (Tajfel, 1978b). The initial intention had been to then add back these various characteristics one by one, in order to better understand the minimum conditions required. However, the results indicated that even in this pared down condition, in-group bias occurred (Tajfel, 1978b). This in itself represented a key finding from the research (and one that is of importance to this research project, considering the interest to invoke prosocial behaviours away from heavily resourced and ritualised contexts).

However, in addition to these minimal conditions, Tajfel (1970, 1978b) also identified the relative, rather than absolute, nature of in-group bias and out-group derogation. Through offering respondents an array of strategies that could independently reward the in-group, the out-group, or both groups, and maximise the differential between the rewards for the two groups, Tajfel found that when allocated to groups, the strategic option most frequently chosen was the one that maximised the differential. This is of particular interest, since it demonstrates that the focal group would rather give up some degree of reward, if it means the differential between the rewards received by

the in-group and those received by the out-group is greater. This initially appears counter-intuitive, since it supports the argument that potential rewards for the in-group are knowingly rejected. However, it does provide strong support for the central thesis of social identity theory, namely that groups and their members strive for positive distinctiveness. As such, if all groups do well, whilst the rewards are higher in absolute terms, the distinction between the focal group and other groups is far from maximised.

Moreover, these carefully constructed experiments show that positive distinctiveness for the focal group is achieved as much by punishing the out-group, as it is by lifting-up the in-group. As such, following this line of argument, if a predominantly in-group directed option for positive distinctiveness was presented, then out-group derogation may be largely removed, since the in-group could pursue their strategy for positive distinctiveness, but not at the expense of a targeted out-group. Finally, these experiments also show that it is only when the individual considers themselves a member of the group, that such strategies are selected, so rejecting the hypothesis that any such behaviour is a product of pre-existing individual preferences (Tajfel, 1978b). Specifically, Tajfel manipulated several groups, one of which involved specific - but arbitrary - allocation to a group condition, and another where individuals were told they shared certain characteristics with other individuals, but remained individuals in the context of the experiment. Despite the more compelling rationale of the latter condition, i.e. alignment with others based on some concrete criterion, it was the former that fostered the clear selection of the strategy that would maximise the differences between the groups, rather than maximise the gains for the focal group (Tajfel, 1978b).

These minimal conditions required for group formation and subsequent in-group behaviours provide strong support for the already raised questions over the necessity of elaborate brand community structures for consumers. That is to say, this research strongly supports the argument that such group behaviours could be generated via far more parsimonious and possibly transient social structures. However, it is also noted

that such experiments were undertaken in extremely controlled environments, and as such, were highly artificial, with very little external or ecological validity - a point raised in later literature (e.g. Ellemers et al., 1999). As such, and to be discussed in more detail subsequently, it would appear a research opportunity exists to explore whether such minimal group conditions could be applied to a more natural consumer setting, and whether they are sufficient to create in-group bias behaviours, considering the 'competition' the focal group may face from other social categories that are more naturally primed and salient for consumers in a real-world context.

2.5.3.2 Initial application to consumer behaviour

Returning to the central focus of this research, namely consumer behaviour and its potential influence by context rather than personality or values, and remaining cognisant of cognitive appraisal theory (e.g. Frijda, 1986; Lazarus, 1991; Watson & Spence, 2007), it becomes apparent that this potentially blended hierarchy of personal and social identities, arguably dependent on any one moment in time, will represent a distinct mediator between environmental stimulus and resulting intentions and behaviours. The fluidity of the personal-social identity mix suggests this mediating effect will vary in response to contextual and environmental cues. Furthermore, it is argued such variation poses further challenges to the parsimony of many of the previously referenced consumer behaviour models (e.g. Ajzen, 1991), as attitudes – presented as stable products of evaluation - may not in fact be so stable or permanent.

Social identity theory, and the conceptualised multi-faceted self-concept, advances the view of a process of reciprocal interaction between society and the individual; that each is 'inside the other'. As such, social identity theory certainly ameliorates in part the paradox within social psychology, presented at the beginning of this section. Its ambition is to explain 'large scale shared uniformities in social behaviour' and argues that social conflict and stability occur not from 'intra-individual and interpersonal processes', but from 'people's relations as group members' (Turner & Oakes, 1986, p.240). Whilst the theory recognises a 'dynamic interaction' (Tajfel, 1979, p.183)

between psychological processes and the social context, the theory does not specifically address the details of the processes that underpin and *cause* that interaction. That is to say, social identity theory does not address (nor did it set out to, it should be added) the 'psychological mechanism' (Turner & Oakes, 1986, p.240) that exists which leads to group membership. Considering this research is focused on how consumers could be encouraged to behave in certain ways dependent on social context, this distinction is considered extremely valid, in that this psychological mechanism may shed light on how consumers could come to acknowledge a specific social context as salient and constructive.

This psychological mechanism that leads to the de-personalisation of the self-concept is the focus of a subsequent area of theoretical development, namely Self-Categorisation Theory (Abrams et al., 1990; Oakes, Turner, & Haslam, 1991; Turner, 1985, 1987).

2.5.4 Self-categorisation theory (SCT): accepting the group

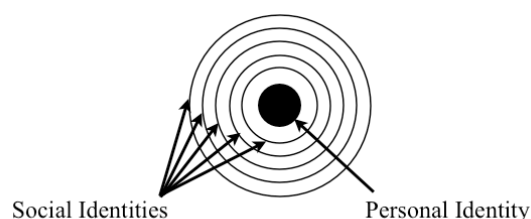
Self-categorisation theory (Turner, 1985, 1987) explicates why individuals self-categorise or assign them selves to specific social categories. That is to say, it theorises the functioning of a system of 'cognitive representations of self, based upon comparisons with other people and relevant to social action' (Turner & Oakes, 1986, p.241); in other words, the process by which one cognitively groups the self as identical, similar or equivalent to some class of stimuli, in contrast to some other stimuli. It is important to note the introduction of the contrast element here in that it draws attention to the fact that self-categorisation is not driven by absolute category attractiveness, but rather some relative appeal (cf. Brewer, 1991). In other words, in one particular context, one particular social category and associated identity may be salient and 'potent' but that moments later, and with a subtle shift in context, that same identity may then be eclipsed by another, that is linked to a new category.

Turner (1985, 1987) argues that social categories themselves fall into three broad categories, determined by differing levels of abstraction (cf. Rosch, 1978). These three levels are: the 'superordinate' category (self-categorising as a human being), based on a species-level categorisation; the 'self as social' category (self-categorising based on profession, race, class etc.); and the subordinate category, where self-categorisation occurs on a purely individual or personal dimension (Turner, 1985).

As to be expected, self-categorisation theory (and, to a degree social identity theory) focuses on the range of abstraction that exists essentially between the subordinate and self as social categories. Turner and Oakes (1986) highlight a 'natural antagonism' (p. 241) that exists between these categories, arguing that the salience of any one category has to come at the expense of the salience of those potentially either side of it. That is to say, the very act of one social category becoming salient for the individual occurs as a result of a perception that the inter-group similarities and intra-group differences are minimised. As such, the salience of one category at a level of abstraction, and the subsequent loss of salience of the other categories at other levels of abstraction, can be likened to the focusing effect of a lens: as one object (category) comes into focus (becomes salient) for the photographer (individual), so those objects in the foreground and background (other categories, at greater or lesser levels of abstraction) lose focus (salience).

To reiterate, when operating within the 'self as social category' continuum, social categories of varying levels of abstraction within that continuum are included alongside the personal identity, in order to form the self-concept (see Fig 18).

Figure 18. Personal and social identities



Source: Brewer, 1991

Thus in the context of the self-concept and its fluid composition, the literature talks not about a continuum of personal to social identity, but rather *levels* of inclusiveness or categorisation (Turner & Onorato, 1999). The former would imply a linear relationship, with the two identities at polar extremes, whereas the latter suggests a more three-dimensional/non-linear conceptualisation of the self-concept, where the degree of abstraction within the specific social category itself determines the degree of inclusion in that specific context.

Whilst this offers an initial perspective on *what* occurs during the process of self-categorisation, it does not yet provide a theory as to *why* this may occur. Tajfel and Turner refer to the basic desire for positive distinctiveness as the motivational driver for group membership (Tajfel & Turner, 1979). Self-categorisation theory extends this argument, and proposes that individuals self-categorise in relation to perceived contrasts between in-group and out-group types. More specifically, where intra-group contrasts and inter-group similarities are perceived to be low, then this 'meta-contrast ratio' (Tajfel, 1978c; Turner & Oakes, 1986) will act as an incentive for the individual to self-categorise with that group. Further, it is proposed that this meta-contrast ratio incentivises through its ability to signal a more consistent and less ambiguous social context within which to operate, thus making it easier to pursue clear goals of deriving positive distinctiveness. As such, self-categorisation theory borrows from the 'cognitive miser' approach to social cognition (Fiske & Taylor, 1984). That is to say, low intra-group contrasts present an opportunity (and an incentive) to the individual with limited cognitive resources, to reduce and simplify social information (Fiske & Neuberg, 1990).

That is not to say that this 'comparative fit' (Oakes et al., 1991, p.125) is sufficient for self-categorisation, but rather that it is necessary. There is also the question of normative fit (Oakes et al., 1991, p.125). Normative fit describes the perceived suitability of the social category with respect to the perceiver's expectations of that category. That is to say, the characteristics of the group (whether that is attitudes,

intentions, behaviours for example) must not only differ from the out-group (comparative fit; 'meta-contrast'), but must do so in a way that the perceiver considers appropriate and acceptable (normative fit). Thus the characteristics that are typical of the category are important, in that they contribute to the salience and potency of the category for those on the brink of commitment.

Thus self-categorisation is not limited to forming a commitment to the group purely on the grounds of consistency and reduced 'social noise', as discussed above. It is important to remain cognisant of the over-riding desire for positive distinctiveness, both for the category and the members of that category. As such, self-categorisation theory (and indeed social identity theory) can be said to acknowledge and address the fundamental social tension that exists at the psychological level: to have both a sense of belonging, and maintain a sense of difference (cf. Brewer, 1991).

To this end, self-categorisation theory argues that once self-categorisation has occurred, further processes are activated, in an attempt to further reduce the perceptions of intra-group contrasts (and inter-group similarities). This involves the committed member attempting to move closer to the stereotypical position with the group, as perceived by the normative fit prior to commitment. More than this, in attempting to balance this social tension of belongingness and distinctiveness, those who self-categorise will not only try to occupy the stereotypical position, but they will try to become the *prototypical* member of the category (Turner, 1987). In doing so, the stereotypical characteristics of the category are reinforced. Thus it can be argued that positive distinctiveness has the potential to become self-perpetuating, in that with a strong stereotypical profile, a category will become potent and attract members, with those members attempting to become prototypical members, so further reinforcing the characteristics of the category, and causing more members to enact the stereotype in their pursuit of the prototypical position.

2.5.4.1 *De-individuation vs. depersonalisation: how do we accept?*

Much discussion has been dedicated to the process by which individuals become committed to the group (e.g. Reicher, 1984; Reicher, Spears, Postmes, 1995; Hogg and Turner, 1985). As is to be expected, social identity theory and self-categorisation theory argue against the traditional theoretical view of group process, whereby individuals *de-individuate* when committing to the group (Festinger, Pepitone, & Newcomb, 1952; Le Bon, [1895] 1947). Such de-individuation processes focus on the individual being 'submerged' in the identity of the group, with the resultant behaviour reverting to a 'primitive racial unconscious' that is 'only powerful for destruction' (Le Bon, [1895] 1947, p.18).

As introduced previously, in the context of prevailing assumptions of moral antecedents to all prosocial behaviour, it is important to disentangle social connotation from actual social-psychological phenomena where necessary, and this is one such context. Le Bon [1897] (1947) was writing at a time of extreme social unrest, and his work was arguably far more about trying to both placate and energise popular sentiment towards groups, than it was an objective piece of research studying such behaviours. Despite this, Le Bon's writing has provided a provocative context for more contemporary research (Buys, 1978; Festinger et al., 1952), where the central assumption remains that group membership somehow blocks or obstructs the personality, and in doing so somehow decouples the individual from any sense of responsibility for their actions.

Instead, self-categorisation theory argues that such a psychological-social transition more accurately represents a fluid re-structuring of the components of the self-concept, and possibly an embellishment of the self-concept, as multiple social identities become salient alongside personal identities (Turner, 1985). This is in stark contrast to the de-individuation position that would claim the destructive 'stripping-down' of identity in the context of group membership. If the social identity position is accepted, then the argument can be made that behaviours within groups may display *more*

consistency, rather than the 'primitive racial' tendencies the de-individuation literature espouses.

This is indeed the case, with a growing body of research within social identity theory showing group behaviour consistently observing norms and limits (Emler & Reicher, 1995). Reicher, Spears, & Postmes (1995) refers to two vivid examples where groups have actually behaved in consistent and constructive ways, despite being reported as acting otherwise. The first refers to the 1979 concert by The Who in Cincinnati, where eleven teenagers were trampled to death during the concert. Accounts at the time depicted the concertgoers as out of control, frenzied barbarians, climbing over the bodies of those crushed to get closer to the stage. However, a more detailed analysis of eyewitness accounts suggests that those who could see what was happening, and who were in a position to help, worked very hard to try and save the lives of others (Johnson, 1987).

Critics argue that in this case, considering the group's positive attachment to the focal entity (The Who), it may not be surprising to see such helping behaviour (cf. Reicher et al, 1995). That is to say, fan-based group structures may exhibit different behaviours than more typically convened groups, or indeed groups convened in negative contexts, rather than positive ones (such as an appreciation of music and the excitement of being about to hear it performed live; Reicher et al., 1995). Yet more detailed research shows again that in negative or distressing contexts, there are equally strong norms and consistent behaviour. For example, in the US race riots of the 1960s and 1970s, despite mainstream media depicting such behaviour as crazed and dangerous, further investigation of the behaviours shows that those targeted were typically white racists, and the property targeted belonged to those considered outsiders to the regions (Reicher et al., 1995).

Whilst this is in no way condoning or supporting such behaviour, it is important to note the distinction between fact and interpretation in such a socially charged context, and to recognise the argument that rather than the group blocking or deactivating

tranches of personal identity and the self-concept, social identity theory and self-categorisation theory propose that such group or social category contexts *augment* the personal identity with additional social identities, thus leading to a richer, more *elaborated* self-concept. That is to say, individuals do not de-individuate in the context of groups i.e. become less of a person, but rather they de-personalise i.e. proportionally more of the self-concept is determined by the inclusion of social identities. As such, this elaborated and more inclusive self-concept results in more nuanced and arguably norm- and rule-sensitive behaviour.

This distinction between de-individuation and de-personalisation is far more than a conceptual difference or a semantic point. Instead, the difference fundamentally alters and challenges the outputs of some social psychology's most prominent and contentious experiments. More specifically, the application of social identity research to these social psychology experiments provides compelling support for the recognition of alternative processes by which a group forms (in terms of de-individuation versus de-personalisation) and the dynamics within those groups, once formed (in terms of dissonance and ambiguity amongst group members, and the processes to seek a resolution). These are now briefly reviewed, as both are considered material to the subsequent research question, conceptual model and hypotheses presented.

2.5.5 SIT and SCT: a new take on old experiments?

2.5.5.1 The Stanford prison experiment

Despite the term de-individuation being introduced in the 1950s and subsequently considered to be clearly demonstrated within the infamous Stanford prisoner and prison guard experiment (Zimbardo, Haney, Banks, & Jaffe, 1973), social identity theorists (e.g. Reicher et al, 1995) argue that the experiment provides empirical support not for the process of de-individuation, but for process of de-personalisation. Before expanding on this experiment and exploring this conclusion a little further, it is

noted in the literature (Reicher et al., 1995) that the social context of Zimbardo et al.'s research was not wholly different than that for Le Bon [1895](1947) almost a century earlier. Zimbardo was writing at a time of significant civil unrest in the US (as referenced previously regarding racial rioting), and indeed Zimbardo states explicitly that he felt society was in the grip of dark forces that were providing an impetus for 'motiveless murders, senseless destruction and uncontrolled mob violence' (Zimbardo, 1969, p.248). As such, consideration should be given once again to the social influence placed upon the research at that time.

Zimbardo (1969) argues that de-individuation occurs as a result of antecedents including anonymity, arousal, sensory overload and unstructured or novel environments or situations. These antecedents can lead to a state where the individual is less self-observant, less self-evaluating, and so less motivated to seek a positive social evaluation. This in turn, it is argued, leads to a lowering of the threshold for exhibiting inhibited behaviours that would ordinarily breach what Zimbardo terms 'established norms of appropriateness' (1969, p.251). Thus, de-individuated behaviour is construed as being atavistic, atypical and irrational.

In the prison guard experiment (Zimbardo et al, 1973) a group of Stanford students were arbitrarily assigned to two roles – that of prisoner or guard – briefed on what those roles entailed, and then left to role play. Their behaviours were then observed. Zimbardo concluded that the resultant behaviours (where prison guards adopted their role with such vigour that the experiment had to be cut short for fear of injury and excessive distress to the 'prisoners') were a clear demonstration of de-individuation. That is to say, 'cloaked' by their momentary identities, participants became less conscious of self-observation and self-evaluation, and so engaged in extreme, student-atypical behaviours.

However, social identity theorists are inclined to argue against this conclusion: that it is the specific atypical behaviours of the guards towards the prisoners (and the prisoners' apparent inability to respond effectively) that support the process of de-

personalisation, and not de-individuation. That is to say, it is the inclusion of the specific social identity, alongside the personal identity in each role case that leads to the role-specific behaviours seen. Conceptually, if de-individuation were to occur, then there should be no distinction between the two sub-groups and each member would become subsumed by the experimental group as a whole, with the resultant behaviour being chaotic and anarchic. But this was not seen: behaviours were very much in line with the category norms, suggesting precision and conformity rather than some form of momentary anomie.

With respect to the *extreme* nature of the guards' behaviour, once again, whilst a de-individualist may claim this is empirical support for the irrational and atypical consequences of being absorbed by the group, social identity theorists would argue this outcome is explained by group members not only categorising with the perceived stereotypical identity within the group, but looking also to embody the prototypical exemplar in each case. As such, the normative fit (McGarty, Turner, Oakes, & Haslam, 1993) of the guard role prompted more and more extreme behaviour in accordance with the expected profile of that role and its associated identity. As a final note, and as further support for de-personalisation as opposed to de-individuation in the context of group formation, a lesser known experiment (K. J. Gergen, Gergen, & Barton, 1973) found that placing students from a liberal arts college into a social categories of 'student' (as opposed to guards and prisoners) saw those group members hug and kiss each other!

It is certainly not the intention to directly critique Zimbardo's (1969) and Zimbardo et al.'s (1973) work, and the comments presented here are drawn entirely from the extant literature. Instead, the social identity perspective has been reviewed, since it is arguably highlights a pivotal distinction between the two areas of research, and is considered highly relevant to the context of consumer marketing and the aims of this research. In the context of brands, marketing and consumer behaviour research, it is proposed that de-personalisation is important, since it provides support for the argument that within the group setting, rather than abandoning specific attitudes,

intentions and behaviours in the name of group membership, consumers will form a more multi-faceted self-concept in that moment, arguably resulting in novel attitudes, intentions and behaviours in line with the group norms and expectations. More than this, it is argued that group membership will lead consumer members of that group to possibly pursue what they perceive to be the stereotypical characteristics of that group, in an attempt to install themselves as the prototypical member.

2.5.5.2 *Conformity tests*

The previous section drew attention to the potential of a social identity perspective on the results and conclusions from a prominent output of social psychology, exploring the processes by which individuals choose to join and act within groups. Social identity theory can also provide a distinct and novel perspective on another area of psychology research, namely the creation and consequences of influence, and how influence interacts with the existence of the group.

How groups influence the attitudes, intentions and behaviours of those within them has been a topic of intense debate within social psychology (cf. Abrams et al., 1990) since pioneering work showed that norms can form in the face of ambiguity or uncertainty (Sherif, 1936). These norms certainly channel or constrain behaviours amongst group members. Traditional influence theory (e.g. Deutsch & Gerard, 1955; Festinger, 1950), argues for the existence of two forms of social influence within the group context, namely *informational influence* and *normative influence*. Informational influence relates to individuals' needs to establish trusted evidence of a rational assessment of their social environment, and indeed the wider world. That is to say, informational influence is exerted when there is a need for information. Normative influence, conversely, relates to individuals' desire for social approval and liking (Deutsch & Gerard, 1955). As such, informational influence is greatest when members face uncertainty or ambiguity and are unable to personally locate the evidence with which to rationally assess the stimulus, and so turn to engage in social comparisons with other group members (Festinger, 1954; Levine & Moreland, 1986).

Normative influence, conversely, is strongest when members' actions are exposed to actual (Deutsch & Gerard, 1955) or anticipated attention (Lewis, Langan, & Hollander, 1972) and scrutiny by the rest of the group. Identifiability would also appear to increase the effect of normative influence (Prentice-Dunn & Rogers, 1982).

However, social identity theory overtly challenges these conceptions of influence, specifically the ordering of group formation and influence exertion (Abrams et al., 1990). This challenge is mounted with the initial conceit that informational influence can exist in different forms. When there is disagreement with an opinion-holder, this disagreement can exert influence on (undermine) the opinion-holder. Yet, such dissenting voices are arguably everywhere (Abrams et al., 1990), so on what criteria are some dissenting opinions considered more influential than others?

Turner (1985) answers this question by postulating that it is specifically the dissenting opinions of others to whom we feel *most similar* that exert the greatest informational influence on us. Extending this argument further, Turner (1985) goes on to propose that it is the actual process of self-categorisation that generates this informational influence, in that it is only once we are in a social context, where we perceive ourselves to be similar to others on salient dimensions (thus creating the most attractive meta-contrast ratio), that we are influenced by such discordance or dissent. That is to say, self-categorisation is an antecedent to informational influence. Turner (1982) labels this form of informational influence within a salient group setting as *referent informational influence*.

Referent informational influence finds empirical support within the literature. For example, individuals support attitudes that improve their proximity to the group's stereotypical position, even when any direct group pressure is removed (Reicher, 1984), and when attention is turned to the boundary of the group, efforts are made by in-group members to further distinguish the in-group from other groups. Finally, there is empirical support for the proposition that information from consistent in-group members is more influential than the same information delivered via other sources

(Hogg & Turner, 1987). All of these outcomes stem from, and lend support to, social identity theory and self-categorisation theory (Tajfel & Turner, 1986, 1979; Turner, 1985).

Turner (1982) proposes that referent informational influence is distinct from informational and normative influence (Deutsch & Gerrard, 1955) on several criteria. First, in terms of source, Turner argues that it is those who can identify criterial information regarding group norms, rather than those who have the power to punish or reward, or who hold key information, who can exert influence. As such, the vehicle or process by which referent informational influence is exerted is not group pressure, ambiguity or social comparison, but rather social identification. That is to say, influence is maximised not when the member of the group is under surveillance, or confronted with stimuli ambiguity so requiring access to some objective reality, but rather when social identity is salient. As such, the process of self-categorising within various social categories results in specific social groups being more or less influential than others, with this potential to influence being in near-constant flux (Reicher, 1984; Turner, 1982).

This theoretical position has been applied to the re-staging of Asch's well-known conformity tests (Asch, 1952, 1956) where respondents' visual acuity is apparently tested. The experiment involves a number of confederates who deliberately select incorrect answers (despite the obviously correct response), and it is observed at what point the subject yields to what is considered to be the normative influence of the wider group. Traditional analysis of the experimental results suggests it is normative influence, since yield rates (time to yield, and number of yields) drop as the group is made smaller, or is presented as made up of different sub-groups, and then rise when the group is larger. That is to say, normative influence is argued to be a product of the scale of surveillance and observation by the rest of the group (the bigger the group, the greater the perception of surveillance).

However, the results also reveal that respondents actually doubt the effectiveness of their own eye-sight, even before they yield. This suggests not an normative influence, but an informational influence of some form (Hogg & Turner, 1987). This then creates some confusion, since if it is informational influence, then how is it possible for manipulations of the apparent ability for the group to monitor respondents' answers to affect yield rates in this way? Abrams et al (1990) recreate the experiment to explore whether it is referent informational influence that more accurately predicts respondent yield rates, and indeed they find this to be the case: yield rates are as a result of informational ambiguity, with this ambiguity being the result of disagreement amongst in-group members. Importantly (and highly relevant to the experimental design to be introduced and discussed subsequently), Abrams et al (1990) also show that public surveillance (observability) does not influence yield rates, when other conditions are controlled for. This would suggest further support for the argument that normative influence is not a product solely of surveillance and the desire for social acknowledgement.

To conclude, this reversioning of Asch's (1956) conformity tests has considerable impact on traditional influence theory and its view on group formation. Interdependence theory (cf. Asch, 1952; Davis, Laughlin, & Komorita, 1976) proposes that co-operation occurs where there is a perceived need for interdependence between actors, and implies this co-operation gives rise to group formation. That is to say, group formation – as a product of social dependence and the need for cooperation – is considered a consequence of ambiguities in stimuli. However, the more contemporary research emanating from self-categorisation theory, as introduced above, proposes, and finds support for, the argument that it is the very existence of the group which gives rise to this subjective uncertainty in the first place. Specifically, influence as a result of self-categorisation, rather than providing clarity and removing the ambiguity, potentially causes the ambiguity: group members, believing they should be in agreement with their peers in the context of a shared stimulus, instead experience subjective uncertainty in the face of disagreement. Thus, from a social identity and self-categorisation perspective, it is argued uncertainty is *caused* by the

existence of the group and one's commitment to it, rather than the group forming *in response to*, and as a means to resolve, this uncertainty.

Far from semantics, this 'reshuffling' of the process of group formation in the context of uncertainty and resolution is considered valid in this research context, since it can be proposed we do not form groups around those to whom we feel similar, but rather that such similarities *emerge from being within the group* (Tajfel & Turner, 1979). Dressed in more casual language, we do not join the group because we like the people, but rather we like the people because they are in our group (cf. Brewer, 1979). This is not to say that initial interpersonal cohesiveness is ineffective or in some way an obstruction, but rather that it is not essential (cf. Tajfel, 2010) .

This has significant implications for the proposed research here. Rather than enlisting consumers within established brand communities (where membership is intuitively driven by some exogenous shared interest or point of view; e.g. Ouwersloot & Odekerken-Schröder, 2008), the conceptual and empirical literature reviewed above supports the argument that this sense of 'commonality' (the *consciousness of kind*; Muniz Jr. & O'Guinn, 2001, p.413) can emerge from the social context, rather than be a necessary condition for the social context.

In the consumer context, it is argued this can translate into the potential creation of brand groups (around some potentially momentary condition, albeit one that presents comparative and normative fit for those involved; Oakes et al., 1991), as opposed to a reliance on established brand communities. In other words, more tactical, temporary and less onerous iterations of the collective context, that are by nature more accessible to all brands, and as such, all consumers. As introduced and discussed earlier within this specific literature review section (see Section 2.5.3.1), considering 'imposing social categorisations on people, even on an explicitly random basis, produces discriminatory intergroup behaviour' (Turner & Oakes, 1997; p361), it is proposed here that participant assignment to brand-convened groups in this way will present a

valid - and novel - context within which to explore prosocial behaviours, as defined and explored, earlier within this literature review section.

However, in accepting many of the arguments of social identity theory and self-categorisation theory (Tajfel & Turner, 1979; Turner, 1985), one must remain mindful of the potential negative effects from the operationalisation of these concepts, namely out-group derogation (indeed, social identity theory grew out of a shared interest held by its founding authors to explore and better understand these negative effects). In understanding these negative effects in more detail, it is argued it is easier to mitigate for their potential occurrence within the proposed consumer behaviour context (and potentially diffuse any broader social reaction to a proposal to use social influence techniques to encourage prosocial behaviours but without the more typically associated - and transparent - requirements for perspective-taking and empathy). Consequently, negative inter-group behaviour is now reviewed to a level that is considered appropriate for the consumer context, and specific attention is given to any literature that identifies and explores these effects within such a context.

2.5.6 Out-group behaviours

Having introduced and discussed core concepts of social identity theory and self-categorisation theory, it is argued their potential application to consumer behaviour and the contexts in which consumers form attitudes, intentions and behaviours, is noteworthy. More specifically, the seemingly minimal qualities required to prime a distinct category (Tajfel, 1970) lend further weight to the application of this theoretical position to a broader range of consumer behaviour contexts (see Section 2.5.3.1; minimal group paradigm).

However, for there to be in-groups there have to be out-groups, and the processes by which in-groups pursue positive distinctiveness can result in strong and negative externalities for adjacent or relevant out-groups.

Negative or derogative behaviour towards the out-group is clearly demonstrated within Sherif et al.'s novel field experiments in the early 1960s, using pupils at a boys' summer camp (Sherif, Harvey, White, Hood, & Scherif, 1961). Within these experiments, boys were placed into groups and held in isolation for eight days, before then being introduced to each other, and presented with a number of tasks that encouraged competitive behaviour and that would maximise the potential for inter-group frustration (in both directions). The results (measured in a number of ways) showed a consistent bias towards in-group members, over their out-group counterparts. It is argued (cf. Brewer, 1979) that these initial results support a functionalist's perspective on inter-group behaviour, and in-group bias: that in-group bias occurs to serve the dual functions of both preserving the solidarity of the in-group, and justifying the on-going derogation of the out-group. Further, it is argued that this process of targeted derogation functions to assist in the 'survival of the group' (Sumner, 1906).

Further analysis of the results however, suggests a potentially more complex, and cognitive, process at work (Brewer, 1979). Even before being placed in the situation where the group was under perceived duress from an apparent competing entity (and as such, fighting for its survival), out-group derogation was already evident: when the boys were made aware of the existence of another group, they immediately started referring to the other group by derogatory terms (cf. Brewer, 1979). As such, 'any categorisation rule that provides a basis for classifying an individual as belonging to one social grouping as distinct from another can be sufficient to produce differentiation of attitudes toward the two groups, *the absence of any initial interdependence*' (Brewer, 1979, p. 308, italics added). Put another way, group behaviour is influenced by 'social competition' as well as 'realistic competition' (Turner, 1975)

Such in-group bias, and out-group derogation can take several forms. As well as being overt and blatant, as in the above example, it can also be more discrete and subtle, including 'aversive' racism, where in-group members genuinely consider themselves

non-racist, yet are still seemingly susceptible to the wider social and cultural forces that promote racial prejudice (Gaertner, Dovidio, Anastasio, Bachman, & Rust, 1993).

An important distinction is presented within the literature with respect to the potentially negative consequences of group formation and the subsequent pursuit of 'positive distinctiveness' (Tajfel, 1978b). That is to say, whilst out-group derogation occurs, the motive for this behaviour is actually in-group improvement (Tajfel, 1978a). Thus an argument can be made that out-group derogation would typically appear to present the most effective means by which to accrue positive distinctiveness for the in-group (Gaertner, Mann, Dovidio, Murrell, & Pomare, 1990). To reiterate, it is conceptually feasible then that if the in-group were presented with as efficient and effective a way (as out-group derogation) to garner positive distinctiveness, then this alternative means should be viable to the group, and potentially accepted (Gaertner et al., 1993).⁸ As such, some attention should be given to the proposed processes by which such biases and derogation can be ameliorated.

A number of studies have focused on the potentially constructive effect of inter-group cooperation (Allport, 1954; Cook, 1985; Deutsch, 1973; Slavin, 1985). More recently, the concept of cooperation has been explicated further (Gaertner et al., 1993, 1990) specifically its mediating relationship between attitudes and the behaviour change (i.e. the cessation of out-group derogation), and a number of possible explanations have been proposed, including that it may reduce intergroup dissonance, or may facilitate an increase in knowledge about the other group (and so reduce anxiety towards the out-group; Gaertner et al., 1990). In addition, social identity theorists propose that cooperation reduces in-group bias and out-group derogation, through reducing the salience of the initial inter-group boundary. In other words, the social identity perspective argues for cooperation being a process by which the salient group or

⁸ It is acknowledged however that such a conceptual position may struggle to establish ecological validity within a practical context, where a multitude of out-groups jostle for attention from the in-group, thus presenting the in-group with a variety of (easier) options through which to establish positive distinctiveness.

social identity can be re-defined (possibly with a higher level of abstraction - see Section 2.5.4).

In a further development of this social identity perspective, Miller and Brewer (1986) argue that cooperation facilitates a shift in members' focus, from the characteristics of the group, to one another's personal characteristics. As such, cooperative interaction becomes interpersonal rather than inter- and intra-group based, and so reduces bias. Indeed, there is empirical support for the social identity perspective in understanding how cooperation reduces in-group bias and out-group derogation, showing that intergroup cooperation and reduced bias is mediated by members' cognitive representations of the wider aggregate (Gaertner, 1990). These findings lend further support to the potency of social identity theory and self-categorisation theory in explaining group behaviour. Moreover, in further empirical research that builds on the theoretical arguments made above in relation to the potential influence of cooperation on social *recategorisation* (Gaertner et al., 1993, p. 5), it is shown that intergroup bias can be reduced both by re-categorising initially disparate groups as one group, and by 'de-categorising' members back to individuals i.e. dismantling the group construct for members (Gaertner et al., 1993). As such, social identity theory provides insight into two distinct options (*re-categorisation*, and *de-categorisation*) to diffuse in-group bias and out-group derogation.

That said, within the wider marketing literature, an argument is made that removing in-group bias and out-group derogation may not always be wanted, and rather their continued existence may provide clear benefits for the marketer (e.g. Escalas & Bettman, 2003; White & Argo, 2009; White & Dahl, 2006, 2007). This stream of research focuses on the concept of reference groups which are themselves a product of later developments within social identity theory and self-categorisation theory (see Turner, 1991). Reference groups are those groups that are 'psychologically significant for one's attitudes and behaviour' (Turner, 1991, p.5), and three types of reference group are identified within the literature: membership groups, aspirational groups and dissociative groups (Turner, 1991).

Whilst there would appear to be a solid body of marketing literature looking at membership and aspirational groups (e.g. Batra & Homer, 2004; Erdogan, Baker, & Tagg, 2001; Escalas & Bettman, 2003; Lockwood & Kunda, 1997), i.e. those groups that one already belongs to, or would like to belong to, there is far less literature that focuses on the influence of those groups we do not want to be a member of (dissociative groups) (cf. White & Dahl, 2006, 2007). White and Dahl (2006, 2007) argue that the influence these dissociative groups can have on consumers of category rival brands can be very positive for those rival brands, in that the clear identification of these dissociative reference groups (out-groups) can help further define and reinforce the positive associations with the focal membership group, and so stronger (and possibly higher) membership levels. Rather than being purely conceptual, there are clear marketing practitioner benefits from leveraging these in-group out-group reference groups. For example, Pepsi used the dissociative reference group to good (award-winning) effect with their 'Shady Acres' advertising campaign aired during the 1990 US Super bowl (cf. White & Dahl, 2007).⁹

Thus it can be concluded that aspects of social identity theory and self-categorisation theory are clearly identified within the wider marketing literature. Or it may be more accurate to say, that there are clear cases where these theoretical positions explain and provide support for mechanisms or processes that are identified within the wider marketing literature. However, the core concept of social identity itself, to the best knowledge of this author, has not been directly addressed to any great extent within the extant marketing literature. Considering the importance of the concept to this research, an initial analysis of this literature will now be made.

2.5.7 Towards a social identity perspective of marketing

It is fair to say the influence of social identity theory and self-categorisation theory (Tajfel & Turner, 1986; Tajfel, 1978a; Henri Tajfel, 1978; Turner, 1985) is clearly

⁹ Pepsi Shady Acres. <http://www.youtube.com/watch?v=Ff3Q5Qp9FJ0>. Accessed 10.5.2013.

visible within areas of marketing research, for example within brand community literature (Muniz Jr. & O'Guinn, 2001; Schau et al., 2009), or through the focus on reference groups and their potential to influence consumers, either positively or negatively (Escalas & Bettman, 2003; White & Dahl, 2006, 2007). But in these cases social identity theory itself is almost overshadowed by its vivid and valuable application to a specific challenge or context. That is to say it, the theory is not given the prominence it may deserve.

Bergami and Bagozzi (2000), specifically as marketing scholars, address this arguable oversight, turning their attention to the specific components of the social identity concept. On one level, this more detailed conceptualisation and empirical testing of social identity serves to clear up certain ambiguities within the longer-standing literature. Specifically, there were questions asked about the specific components of the commitment the individual makes to the group, as the founding literature alluded to both a cognitive and an affective/evaluative component. As Tajfel proposes in his introduction to social identity theory, a social identity is defined by 'the individual's knowledge that he belongs to certain social groups, together with some emotional and value significance to him of this group membership' (Tajfel, 1972 p.293, quoted in Turner, 1975).

Although this distinction is noted by Tajfel, in terms of a cognitive and 'other' dimension, subsequent research has sought to further distinguish between elements of this second dimension, arguing that there are in fact both affective and evaluative elements (Bergami & Bagozzi, 2000; Ellemers et al., 1999). That is to say, social identification entails a cognitive component (assigning oneself to the group), an affective component (an emotional commitment to the group) and an evaluative component (group-derived esteem) (cf. Ellemers et al 1999). This distinction offers an explanation to the paradox seen within 'self-esteem hypothesis' (Hogg & Abrams, 1990); that individuals appear to stay committed to groups even where those groups suffer from low social status, and so arguably cannot contribute to high group-based self-esteem (e.g. persistently poor performing sports teams). Distinguishing between

these components provides an answer in that, having cognitively assigned themselves to the group, members remain committed to the group due to the affective commitment, as opposed to the evaluation of membership. Bergami and Bagozzi (2000), in extending previous conceptual research (Ellemers et al., 1999) find empirical support (beyond the laboratory) for this distinction.

Although this later research was carried out within an organisational context, it is argued it makes a significant contribution on a second level: despite the context, two extremely prominent marketing scholars had turned their attention directly towards the concept of social identity, thus opening the door for its integration more fully into marketing research.

The concept of social identity has found its way into a prominent position within marketing research on a few occasions within the last decade (e.g. Reed et al., 2007; White & Argo, 2009). Reed (2002) argues directly that it is a useful perspective for consumer research, and its potential to lead to more fluid or temporary attitude formation is also explored (Reed et al., 2002). Moreover, the complexities for marketers in terms of understanding this fluid or dynamic process are introduced (Reed & Bolton, 2005). In these latter pieces of research, attention is given to the specific consumer motivations to adopt or include specific social identities. Reed (2002) argues that such motivations can be due to 'impression management' demands, or due what he terms 'intrapsychical' motivations (p.245). That is to say, the social identity supports or amplifies a component of the personal identity. Reed (2002) proposes that these motivations may be more or less active in different consumption contexts; for example impression management motives may not be active in situations where consumption is discrete or private. These motivations find parallels within the reference group literature already discussed, with motives for brand-self connections forming (where those brands represent specific reference groups) being either for self-enhancement (largely parallel with 'impression management') or for self-verification (largely parallel with 'intrapsychical') (cf. Escalas & Bettman, 2003). However, it is argued at this point, that impression management motives may still be active and

potent even in private consumption contexts, since associated social identities may still represent an opportunity for perceived positive distinctiveness at some future point for the individual.

2.5.7.1 Social influence

Following on, it is argued that private contexts could still lead to a level of impressions management-led commitment to a social category, due to influence of social norms. Social norms have already been identified, to a level, within the consumer behaviour literature review section (see the Theory of Reasoned Action (TRA; Ajzen & Fishbein, 1977) and the Theory of Planned Behaviour (TPB; Ajzen, 1991. Section 2.2), and they are considered salient to the proposed research presented here.

Cialdini, Reno and Kallgren (1990), and Cialdini, Kallgren and Reno (1991) conceptualise and find considerable empirical support for two distinct types of social norm: descriptive and injunctive. A descriptive norm develops as a result of what is typically done i.e. the 'typical' behaviour. An injunctive norm arises as a result of what should be done i.e. the 'ideal' behaviour (Cialdini et al., 1991, 1990). This more detailed classification of social norms is highly relevant within a marketing and consumption context and even more so, in the context of marketing that aims to encourage sustainable consumer behaviour: home energy use (Schultz, Nolan, Cialdini, Goldstein, & Griskevicius, 2007); towel use in hotels (Goldstein, Cialdini, & Griskevicius, 2008); and environmental thieving (Cialdini & Nolan, 2005; Cialdini, 2003). In these extremely novel field experiments, it is seen that descriptive norms can be highly influential in ameliorating negative behaviours (Goldstein et al, 2008), and when used in conjunction with targeted injunctive norms (Schultz et al, 2007), any potential 'backfire effect' (Schultz et al, 2007) can be ameliorated to a degree. Interestingly, Cialdini et al (1991) illustrate that marketing practitioners more typically - if not consciously - use descriptive norms in their attempts to educate and potentially shame or shock consumers and other audiences into some form of

behaviour change, but with the effect that there is minimal behaviour change, directly as a result of reinforcing the descriptive norm!

Moreover, the priming of these social norms - both descriptive and injunctive - would appear to have strong effects, even in situations where there is no obvious opportunity for the individual to show or parade their behaviours to significant others (whom logic argues should have codified and endorsed these social norms in the first place; Schultz et al, 2007). This supports the argument that social norms operate at both the psychological and social level.

Finally, one small research opportunity within the social influence literature is noteworthy within the context of this research, and is indeed identified informally by Cialdini himself (Goldstein, Griskevicius, & Cialdini, 2011). The literature focuses on both descriptive and injunctive social norms and how they can be applied to and activated within a specific social context. However, there would appear scant investigation of if and how the context itself could create its own norms, and what influence those context-dependent norms could have on members (cf. Goldstein et al., 2008). Remaining faithful to Cialdini's (1990) conceptualisation of norms, it is proposed that the only form of norm that could arguably be created and primed as a result of a specific context, would be an injunctive norm. This is by virtue of the fact that any descriptive norm could only be primed if there were an established pattern of behaviour, which by definition could not 'take hold' within a context (since the context itself is momentary), but would instead subsume it. Thus, it would appear an opportunity exists to explore the creation of context-specific injunctive norms as well as context-enhanced descriptive norms, and the effects they produce on those for whom the context is salient.

2.5.7.2 Types of identity

This novel or transitory nature leads to one final discussion within this social identity literature review, namely a conceptual distinction between pre-existing social

identities, and what could be called *context-dependent* identities, i.e. those social identities that are defined, created and constrained by a specific social context. Where social identity is discussed within the wider marketing literature, the focus is clearly on the activation and effects of pre-existing social identities. For example, Reed (2002) discusses his membership of social categories such as male and African-American, and their impact on his decision-making in specific consumption contexts. In this particular case, these contexts are temporal rather than geographical or product category related, further highlighting the fluidity of the self-concept within the social identity paradigm and its relevance to marketing. But in all cases, these are pre-existing identities that are primed in some way, given the context.

Away from the marketing literature, there are clear cases of context-specific identities being created (Ellemers et al., 1999), and indeed the minimal group paradigm (Tajfel et al., 1971) reflects exactly this point; that arbitrary allocation can create in-groups and out-groups that exist only because of a specific context. However, it is noted that these contexts are exclusively under strict experimental conditions. As such, there is debate as to whether these conditions represent a valid context in which to observe the creation of group identity under such minimal conditions. That is to say, the artificial environment within which participants find themselves may lead to an over-keen adoption of the group identity, simply to bring some meaning (and to remove ambiguity or uncertainty) to what is perceived to be an unusual and unfamiliar social context. Whether such minimal conditions, dependent on contextual factors only, can foster group commitment in a more ecologically valid environment (i.e. one where there are other legitimate social identities that may provide more consistency and opportunities for distinctiveness) would appear to be unexplored within the literature.

2.5.8 Conclusion

This section has introduced and reviewed the concept of social identity, in the context of personal identity and the self-concept. Social identity theory - as a theory exploring inter and intragroup behaviour - has been discussed, as has self-categorisation theory,

exploring the process by which individuals psychologically join the group. Attention has been given to the distinction between de-individuation and de-personalisation, and this distinction has been applied to existing social psychology research to provide vivid and novel interpretations of the extant literature. Applications to marketing theory, although scant, are also discussed. Finally, this section has introduced the concept of social influence, and drawn attention to the two specific types of social identity primed within the extant experimental research, namely novel identities within strict laboratory conditions, and pre-existing identities within more natural field studies.

2.6 Conclusion, research opportunity and research question

This study attempts to explore whether consumer behaviour that is socially responsible or sustainable can be encouraged or fostered without a reliance on individually held values or beliefs towards such behaviour.

To explore the validity of this topic, four domains have been identified and explored, namely: consumer behaviour, prosocial behaviour, brand communities, and social identity. In addition, a sub-domain within the social identity field has been identified and initially reviewed, namely social influence. With each of these domains, key theories and constructs have been explored, and where possible directly referred to within the broader field of marketing research.

2.6.1 Research opportunity

A review of these literature domains reveals what is believed to be a novel research opportunity, and one that could have, it is argued, significant implications for marketing practice. This opportunity is now introduced and discussed.

There exists a considerable body of conceptual and empirical research that focuses on the consumer as operating deliberately, and largely alone, both in general situations (e.g. Ajzen, 1991), and in more specific sustainable or environmental situations

(Groot et al., 2009; Park et al., 2010; Stern et al., 1999). It is accepted that conceptual models exist that challenge the sovereignty of the evaluated belief-behaviour route, and that recognise to a degree the existence and influence of social context (TPB; Ajzen, 1991; MGB; e.g. Bagozzi & Edwards, 1998; and a social influence model, Dholakia et al, 2004).

However, it is argued that even in these cases, the impact of social influence is essentially predicated to point towards intentions and behaviours. That is to say, social context can act as a gatekeeper, allowing (or not) certain intentions and behaviours to emerge from specific attitudes. It is argued this position continues to *marginalise the social for the psychological*, and indeed fails to identify the interplay between the two. Moreover, such a stance influences the development of consumer behaviour theory in the more specific context of sustainable behaviours, with a continued focus on deliberation and this 'logic of consequences' (e.g. March & Heath, 1994; Osterhus, 1997; Stern et al., 1999; Weber, 2004).

With respect to behaviours considered 'sustainable', the majority of literature argues for the presence, salience and activation of personally held (and largely stable) values (e.g. Kilbourne & Pickett, 2008; Schwartz, 1994), morals (e.g. Groot et al., 2009) or specific ethical concerns (e.g. Stern et al., 1999) as necessary antecedents. It is argued such a 'consequentialist' perspective in this context leads to some ambiguity within model development, since it fails to clearly acknowledge the distinction between a *teleological* position (where the individual evaluates ethical decisions on their specific consequences), and a *deontological* position (where ethical decisions transcend any evaluation of specific consequences; Hunt & Vitell, 1986). To illustrate this point, Stern et al. (1999) refer specifically to the recognition of consequences as a requirement for personal action with respect to moderate pro-environmental behaviours, even though such action is predicated on the activation of transcendental values and norms. This would suggest the importance of a teleological position for the individual within a model predicated on a deontological logic. This issue, to the knowledge of this researcher, is not resolved within the model.

However, a review of the literature on prosocial behaviour would suggest that a focus on such values and personal traits may not be necessary. Or rather, it may not be necessary to try and activate specific values, since prosocial outcomes can potentially be generated by egoistic desire, as much as altruistic perspective taking. The question, however, is under what conditions can such behaviours be generated?

One answer to this question can be found within the brand community literature. Within well-established brand communities it is possible to see prosocial behaviours manifest from quite egoistic ambitions (McAlexander et al., 2002). These outcomes can be considered prosocial, since there are clearly socially constructive outcomes (Bloom, Hussein, & Szykman, 1997). Moreover, prosocial behaviours are clearly evident within other ritual-rich environments, such as businesses, clubs and college alumni networks (cf. Bergami & Bagozzi, 2000; Ellemers et al., 1999; Hornstein, 1972; Mael & Ashforth, 1992; O'Reilly & Chatman, 1986; Twenge et al., 2007). However, these structures - and brand communities - are complex and time-consuming to create, and as such beyond the reach of many, if not most brand marketers. It is also argued within the literature, that such communities are most likely achievable mainly by high-involvement branded goods and services that are consumed in public (Muniz Jr. & O'Guinn, 2001).

A review of the social identity literature, however, suggests that such complex long-standing communities may not be necessary. Indeed, a core application of social identity theory shows that an arbitrary allocation to a group can be sufficient to produce in-group favouritism and prosocial behaviours (Tajfel et al., 1971; Tajfel, 1970). The literature also provides evidence for attitude and behaviour shifts, even in private or discrete consumption contexts (Reed, 2002; Schultz et al., 2007). However, it is noted that the conditions under which these minimal groups are typically formed suffer from a lack of ecological validity, and that salient social identities within more externally valid experimental research are pre-existing and exogenous to the specific experimental context.

Consequently, it is argued there is a valid research opportunity to further explore the use of more ad-hoc social categories within more natural conditions, to encourage

prosocial behaviours from those who are members of those categories, irrespective of their personally held beliefs towards the beneficiaries of those prosocial behaviours. The ad-hoc nature of the group is considered important for three reasons.

First, it allows for the creation of a tailored associated social identity from scratch, rather than relying on the activation of a pre-existing social identity for members. Second, it theoretically allows any brand to mount such an exercise, since the category and its associated identity can be linked to the context, rather than the qualities and pre-existing associations with the brand. Third, the group, and its associated identity, could then be dismantled and disbanded as quickly as it was assembled. As such, the ad-hoc group structure could represent an opportunity to lift such group-based behaviours and their positive outcomes beyond the relatively rarefied domain of brand communities, and place them within reach of all brands. Considering the broader objective to help marketers foster sustainable behaviours amongst their consumers, such a broad base has to be seen as positive.

In addition, it is argued a research opportunity exists to explore the effects of a context specific injunctive norm (that espouses prosocial behaviour) and a context-enhanced descriptive norm (that reports such prosocial behaviours) created by a brand.

Finally, it is argued a research opportunity exists to explore both the use of these groups and their 'DIY' endogenous identities, and the creation of context-driven injunctive norms, within a far more natural setting for consumers. In other words, to explore the effects of these groups and norms - their priming, formation, and effects - in the field, where consumers are also able to activate and adopt other social identities through aligning with or moving into other groups.

2.6.2 Research question

Having reviewed what are felt to be the relevant literature domains, and having arrived at what are considered to be the key research opportunities that arise from those literature domains and the relationships between them, the research question is now presented:

**Can brand-convened consumer group contexts encourage prosocial behaviour
from their constituents?**

In addition, a number of sub-questions are proposed:

1. Does providing a specific and novel group goal aid group formation and so prosocial behaviour displays?
2. How does the central tenet of social identity theory, social identification (the psychological commitment to the group), influence the relationship between group creation and prosocial behaviours?
3. If occurring, can consumer group prosocial behaviours be encouraged beyond the in-group, and towards an out-group?
4. Does group formation lead to stronger displays of one form of prosocial behaviour (e.g. time rather than money, or vice versa)?
- 5a. How does the creation of a consumer group (and the associated tasks) affect the brand-consumer relationship?
- 5b. In this context of consumer group formation, does social identification influence the consumer-brand relationship?

3. CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

3.1 Introduction

Having reviewed what are considered to be the main literature domains that inform the research area, reveal the research opportunity and frame a potential response to the research question, this chapter will now introduce and justify a conceptual model, together with the hypotheses to be tested. For clarity, the conceptual model is introduced in three parts: *main effects* and *indirect effects I, II*. More specifically, this chapter presents: the conceptual model parts visually; defines the constructs within the model parts; and introduces and justifies the hypotheses within the model.

In addition, two constructs are introduced and discussed which were included in the experimental design, but which are omitted from the conceptual model as it is shown here. These omissions have been made for operational reasons. As such, their rationale for inclusion is introduced in this chapter, and the operationalisation issues are then discussed within later sections (see Sections 4.3 (research design) and 6.5 (further discussion)).

This chapter closes with a summary of the constructs, their measurement and purpose.

3.2 A conceptual model

The extant literature that develops social identity theory (SIT) and self-categorisation theory (SCT) is used to establish a conceptual model and to establish a series of hypotheses, all of which are tested within an experimental setting in order to answer the main research question, and the sub-questions. The three parts of the conceptual model are shown below (see Figures 19, 20 & 21). The indirect effects (I, II) parts of the model (Figures 20 & 21) are an 'exploded' view of the main model, but are shown separately for clarity.

Figure 19. Conceptual model - main effects

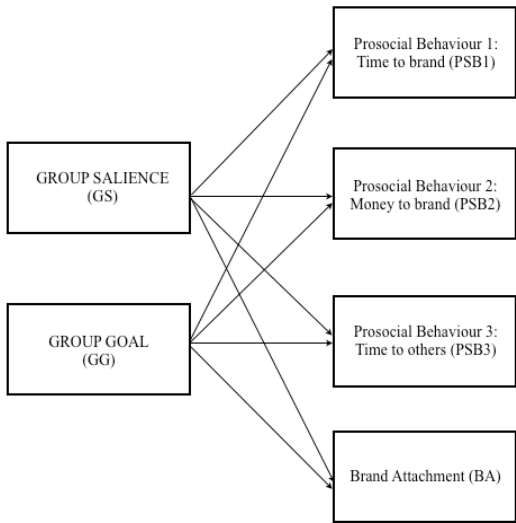


Figure 20. Conceptual model - indirect effects I

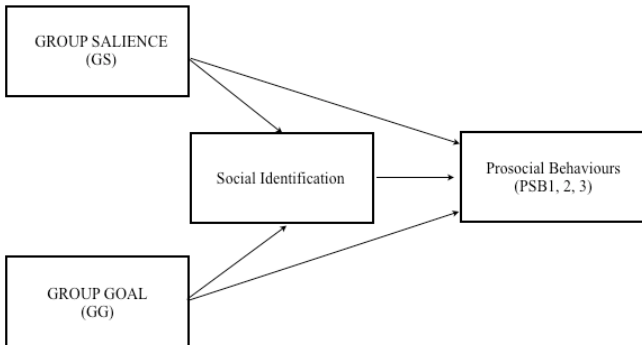
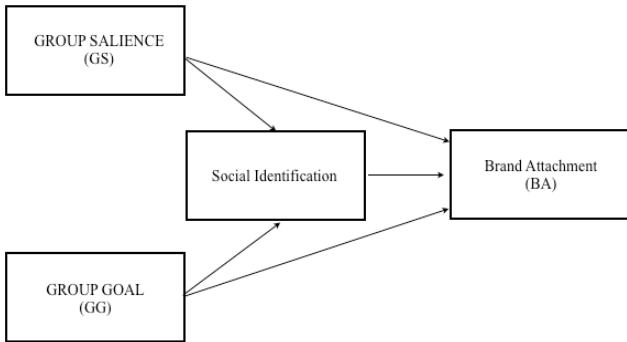


Figure 21. Conceptual model - indirect effects II



3.2.1 Definition of constructs

3.2.1.1 Group

Group is defined as ‘two or more people who share a common social identification of themselves, or...perceive themselves to be members of the same social category’ (Tajfel 1982, p.15) As such, in this context, the group is conceptualised as a personal cognitive construct.

3.2.1.2 Group salience

Group salience is defined as ‘the heightening of an individual’s awareness of their membership of a specific group due to the momentary potency of the forces towards or away from that group’ (Glass 1964, p.125).

Specifically, it is argued that the momentary potency of the group in this experiment is determined by the ‘positive distinctiveness’ and social status opportunity presented by membership of this group (Tajfel, 1982), as well as the contextual ‘diagnosticity’ (Reed 2002) provided by the group; that is, the group’s ability to help the individual understand how to react and behave within the social context through removing social ambiguity. The former are determined in part by the group being explicitly presented as a minority sub-group of the main experimental group (Brewer, 1991) and holding some distinctive capabilities. The latter is determined through these superior capabilities being relevant to completing the task (cf. Tajfel, 1978).

It is important to clarify that whilst the definition above refers to group membership, it is argued in this instance that such membership is distinctive from the psychological commitment to, or social identification with, the group. As such, two ‘forms’ of membership are identified in this work: a more superficial level of membership based on *allocation* to the group; and a deeper level of membership, based on a *psychological acceptance* and *commitment* to the group.

3.2.1.3 Group goal

Group goal is defined as ‘the collective objective or purpose of the group’, in this instance as communicated and shared by the convener of the group, the brand (see Bagozzi, 2000).

3.2.1.4 Prosocial behaviour

Prosocial behavior is defined in this instance to be 'that behaviour that has positive physical or psychological outcomes for others, irrespective of motive' (author). This is derived from Wispé (1972) describing such behaviour as that which ‘has positive social consequences, and contributes to the physical or psychological wellbeing of another person’ (p.3).

As discussed within the previous literature chapter, this definition is not bound by the motivation for this behavior, and as such is different from ‘helping behaviour’ (cf. Smith, Organ and Near 1983), in which the behavior is as a result of payment, or is mandated by contractual obligation. It also differs from ‘altruistic behavior’, which is explicitly predicated on perspective-taking and empathy (cf. Batson, Duncan, Ackerman, Buckley, & Birch, 1981; Batson, Eklund, Chermok, Hoyt, & Ortiz, 2007; Bierhoff, 2002).

Within the conceptual model, three distinct forms of prosocial behavior are conceptualised, based on a) the potential giving of two consumer-controlled resources, namely money and time (cf. Bendapudi et al., 1996; Reed et al., 2007), and b) the recipients of the behavior, namely: those within the group; and those outside of the group. As such, the prosocial behaviours consist of:

- 1) The giving of time to others within the group (prosocial behaviour 1; PSB1),
- 2) The giving of money to others within the group (PSB2),
- 3) The giving of time to others beyond the group (PSB3).

More specifically, it is proposed that since the brand (and its team) is convening the group in this context, then the brand (as an entity) is a member of the focal group. As such, these behaviours are further clarified (and operationalised) as follows:

- 1) The giving of time to the brand (PSB1),
- 2) The giving of money to the brand (PSB2),
- 3) The giving of time to others beyond the group (PSB3).

In this instance, it is considered the giving of time and money to the brand is prosocial, since the brand in this instance is neither physically available nor able to be consumed (this aspect is discussed more fully momentarily within the research design section; Section 4.3). Moreover, the overall setting of the research is one in which help is being sought to aid a future event and outcomes with little or no direct impact on those involved. Whilst participants are being paid for their involvement, which would classify their behaviour as 'helping behaviour' (Smith et al., 1983), the design of the survey instrument is such that the minimum level required of such helping is simply completing the survey. As such, greater levels of helping behaviour are, it is argued, directly prosocial, since they go beyond any perceived contractual obligation, and contribute to the physical or psychological wellbeing of another; in this case, the brand team. We consider the brand and its management team (those who are convening the group) to be identified as members of the group by others joining the group, since they are defined by their creative thinking skills, and furthermore, invite participants into the group based on their assessment of these skills within participants.

3.2.1.5 Social identification

Social identification is defined as 'the individual perception of actual or symbolic belongingness to a group' (Mael & Ashforth, 1992, p.105). More specifically, three components of that identification or belongingness are identified: a cognitive component (self-categorisation); an affective component (affective commitment); and an evaluative component (group-based self esteem) (Bergami & Bagozzi, 2000;

Naomi Ellemers et al., 1999). There is empirical support for the argument that these components are distinct within both purely experimental conditions (Ellemers et al., 1999) and more natural organisational conditions (Bergami & Bagozzi, 2000). To reiterate, social identification is argued to be a distinct construct to group salience, due to perceived levels of membership (see Section 3.2.1.2 on group salience definition).

3.2.1.6 Brand attachment

Recognising the consumer-brand relationship within the proposed conceptual model is considered an important addition for two principal reasons. First, it is important to acknowledge the effect of any existing relationship between the consumer and brand on the process of social-identification and resultant behaviours. Second, it is considered relevant to understand how social identification with the brand-convened group leads to changes in the relationship with that brand itself.

To this end, it is proposed to incorporate the construct *brand attachment* (Park et al., 2010; Park et al., 2006) within the conceptual model. Although only recently conceptualised, the construct has been empirically tested and shown to be distinct from brand attitude strength (Park et al., 2010).

Brand attachment focuses on the connection with the self, rather than on the brand (and attitudes towards its attributes), where this connection can be driven by multiple factors. Specifically, brand attachment describes ‘the strength of bond connecting the brand with the self’ (Park et al., 2010, p.2). Drawing on attachment theory (Elliot & Reis, 2003), the construct focuses on a ‘rich and accessible memory network that involves thoughts and feelings about the brand and the brand’s relationship to the self’ (Park et al., 2010, p.2).

Two second-order constructs affect brand attachment: ‘brand-self connection’, and ‘brand prominence’ (p2). Brand-self connection (Chaplin & Roedder John, 2005) describes the degree of ‘oneness’ (Park et al., 2010, p.2) with the brand. The brand-

self connection can exist because the brand represents in some way the identity of the individual i.e. it holds symbolic value, or the brand aids the individual in terms of tasks, projects or goals i.e. it holds instrumental value (Mittal, 2006). Brand prominence is considered a distinct second-order construct, since although brand-self connection is proposed to be largely consistent in the case of identity-based value, where brands hold instrumental value (in terms of specific tasks, projects or goals), this strength of attachment is more reliant on the brand-self connection being top of mind in relation to a specific task. As such, both strength of brand-self connection, and brand prominence (as a measure of specific salience) combine to form the construct of brand attachment (Park et al, 2010).

The brand attachment construct has been selected for a number of reasons. First, it identifies as one cause of such attachment, the ability of the brand to *enable* the self (alongside *gratifying* the self, and *enriching* the self; Park et al., 2006, p.15). This recognition of utilitarian benefit is considered of consequence, since the research aims to contribute to consumer behaviour theory that is applicable, and of value, to as wide a selection of branded products and services as possible, and not just those that are experiential and symbolic for consumers.

Second, when compared to brand attitude strength, brand attachment has been shown to be a more accurate predictor of consumers engaging in moderate and more difficult behaviours on behalf of the brand (Park et al., 2010). Considering the complexities of engaging consumers in prosocial and sustainable behaviours, and the challenges to conventional consumption this may well present (cf. Pepper et al., 2009), such an indicator is considered valid for inclusion.

Third, the brand attachment construct has been shown to have a stronger effect than attitude strength on actual consumer behaviour (actual purchase, purchase share, and need share; Park et al., 2010). Finally, the construct has been reliably measured through a parsimonious survey scale, aiding use in practitioner environments (Park et

al., 2010, p.5), and in this case, allowing for relatively straightforward inclusion within what is already a complex research survey design.¹⁰

3.2.2 Additional constructs

As referenced earlier, two constructs were originally included within the conceptual model and tested experimentally. However, one construct - as a manipulated factor - was not effective, and the second construct - a dependent variable - was considered potentially excessively complicated for participants. As such, they are introduced alongside the final iteration of the conceptual model for clarity. It is considered important, however, to introduce and explicate these constructs, since it is strongly argued they represent areas worthy of further (repeated) research. As such, these constructs are referenced repeatedly within this document, specifically within the methodology, discussion and conclusions chapters.

3.2.2.1 Prosocial behaviour 4: Money to others outside the group

As both time and money are justified as two distinct resources that consumers can relinquish in prosocial behaviour (cf. Aquino, Freeman, Reed, Felps, & Lim, 2009; Bendapudi et al., 1996; Reed et al., 2007), a fourth prosocial behaviour was also conceptualised initially: the 'giving of money to others' (PSB4). However, considering the specific design of the experiment and the inevitable hypothetical presentation of this behaviour as an option for participants, it was subsequently decided the options presented to participants lacked sufficient face validity, in that the choices offered to them were both linguistically complex (two conditional statements), and were presented towards the end of the experiment, where it is quite feasible respondents'

¹⁰ Considering the setting for this research, brand prominence is ignored as a component (and as such, not measured), since the brand is already top of mind, through experimental design (this is validated in pre-testing - see Section 4.7.1). As such, it is argued the design proposed controls for the brand prominence factor.

attention may have been failing, and response fatigue may have been setting in. Further discussion on the issues of operationalisation of PSB4 follows. However, at this juncture, it should be stated that whilst some analysis of the data from this measure is undertaken, the results and subsequent findings presented, are done so somewhat more tentatively.

3.2.2.2 Group inclusiveness

Recognising that PSB3 is different from PSBs 1 and 2 (in that it involves resources flowing outside of the group) an additional construct - *group inclusiveness* - was originally placed within the model. Group inclusiveness is defined in this instance as the propensity for group members to identify with, or accept into the group, those who are initially considered out-group members (cf. Burnstein & McRae, 1962; Levine, Evans, Prosser, & Reicher, 2005; Rabbie & Horwitz, 1969; Sole, Marton, & Hornstein, 1975). Group inclusiveness was originally placed within the conceptual model as a third factor to be manipulated (alongside group salience and group goal). Again, its specific manipulation will be discussed subsequently within the research design section. However, suffice it to say at this juncture, the manipulation was found to be unsuccessful (or, at least, a Type II error was recorded), and as such all data were discarded and analysis stopped. The construct and its conceptualisation are returned to, however, within the discussion and conclusion chapters of this thesis.

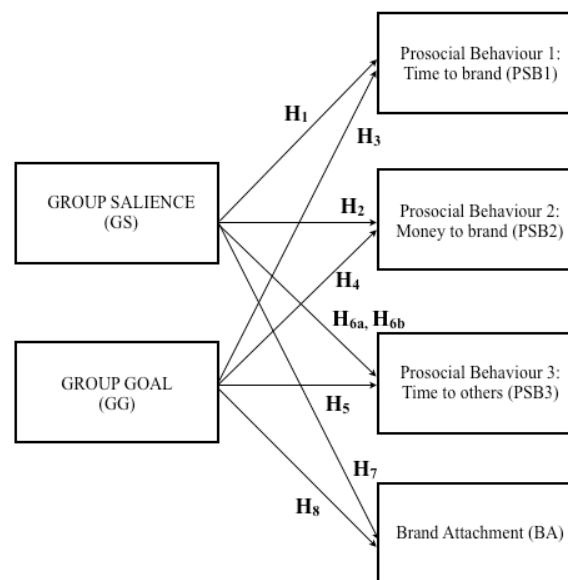
3.3 Hypothesis development

Having introduced the conceptual model, and having defined the constructs within the model (including two that are omitted from this final version for operationalisation and validity reasons, but are still considered important for the research opportunity), this section will now introduce and justify the causal relationships hypothesised within the conceptual model. In the first instance, the hypothesised *main effects* will be introduced. These hypotheses focus on the relationships between the manipulated

factors and the prosocial behaviours (as well as brand attachment) - see Figure 22 below. Second, potential mediating effects are then hypothesised. These are labelled the *indirect effects I, II*. See Figures 23 and 24.

3.3.1 Main effects hypotheses

Figure 22. Main effects hypotheses



Social identity theory (SIT) and self-categorization theory (SCT) argue that when social categories become salient for the individual, the associated social identities can be included with the personal identity in the temporary make-up of an augmented self-concept (e.g. Tajfel, 1982). Upon this self-categorization, the individual will then engage in behaviors in order to both provide the social category with positive distinctiveness (Turner, 1985) and to place themselves at the center of the group, as an exemplar, prototypical member. This process occurs, as the individual attempts to relieve the tension in wanting to be both validated by, and similar to, relevant others, yet also distinct from these others (Brewer, 1991). Considering the personal support

for the collective ambition to further distinguish the group (and to be seen to as the prototypical group member), these behaviors include cooperation, support and collaboration towards other group members. This leads to the following hypotheses:

H₁: An increase in group salience has a positive effect on the giving of time to the brand (PSB1).

H₂: An increase in group salience has a positive effect on the giving of money to the brand (PSB2).

Whilst priming the diagnostically salient social category for consumers establishes some degree of positive distinctiveness for members of that category, the category can be further defined and understood, by making clear its goals or ambitions. Where this goal is in itself distinctive, the recently created and primed social category becomes more specific for those within it, thus further contrasting it to the out-group majority. This results in a greater incentive to positively maintain the group. This leads to:

H₃: The giving of time to the brand (PSB1) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.

H₄: The giving of money to the brand (PSB2) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.

Where these goals or ambitions are in themselves prosocial, then the specific prosocial behaviors exhibited by those within the group will align with the goal of the group. This is due to the ambition to have the group succeed in its stated goal (as a defining aspect of the category, in this experimental context), which in turn would bestow further positive distinctiveness upon the group (Brewer 1991). Consequently:

H₅: The giving of time to others beyond the group (PSB3) is significantly greater for groups whose goal is specifically prosocial, than for those whose goal is not.

Where in-group members perceive an out-group to share a common opinion (e.g. Sole et al 1975) or face a common threat (e.g. Hornstein, 1972), intergroup prosocial behaviors are more likely to occur as they strive to meet their overlapping goal for

positive distinctiveness. The literature is somewhat divided on the process by which this can occur. It can involve the temporary joining of the groups, to form a superordinate group (e.g. Levine et al., 2005), or the temporary separation from the initial in-group, resulting in 're-individuation' alongside others (e.g. Reicher et al., 1995).

As our proposed high salience group condition is distinctive and diagnostic for the research task, one argument can be made that since the perceived contrasts between the in- and out-group will be lower in this instance, through both sharing a distinctive, common goal, as communicated by the brand (White & Dahl, 2006), prosocial behavior towards this specific out-group will be stronger. That is to say, it is easier to reconcile an associated specific out-group with the in-group, where the in-group is already consistent, positive and distinctive.

However, an alternative argument is that any collaboration with the out-group fuels the perception of impending loss of positive distinctiveness, regardless of goal congruence, as the superordinate group would inevitably involve some degree of member diffusion and increased heterogeneity (Brewer, 1979). That is to say, the high salience condition results in out-group derogation to preserve distinctiveness (Tajfel & Turner, 1986). These arguments give rise to the following rival hypotheses:

H_{6a}: The degree of group salience has a direct positive effect on the giving of time to others (PSB3).

H_{6b}: The degree of group salience has a direct negative effect on the giving of time to others (PSB3).

Previous research on the consequences of encouraging environmentally and socially responsible behaviors amongst consumers has shown potentially negative effects for the brand (Luchs et al. 2010). With this in mind, it is important to explore the consequences of prosocial behavior development for the brand relationship. As previously discussed, *brand attachment* (Park et al. 2010) is considered an appropriate construct to consider, since it measures the strength of the connection between the

consumer and the brand, rather than a consumer evaluation of the characteristics of the brand itself (and is as such more valid, considering this experimental setting).

We consider two situations in which brand attachment may be impacted by the social context. First, where individuals are strongly aware of working within a group and not just the brand owner in helping the brand, members of the group will develop stronger links between each other (to maintain distinctiveness) and as such perceive less contrast between them selves. Specifically, it is argued these contrasts reduce as a result of being in the same group, rather than perceived lower contrasts being an incentive to join the group (Tajfel & Turner, 1979). That is to say, we do not form groups with those to whom we feel similar, but rather such a similarity emerges from being within the group. It is proposed that in this context, the brand is also a member of this social group, will be perceived as similar, and as such will be supported by other members. This gives rise to:

H₇: Higher group salience has a positive direct effect on brand attachment.

Second, where the explicitly stated goal is specifically prosocial in its nature, the social category is in itself more distinctive, further reducing the perceived contrasts between members (including the brand). Thus:

H₈: Brand attachment is stronger for groups whose goal is specifically prosocial, than for those whose goal is not.

3.3.2 Indirect effects hypotheses

Figure 23. Indirect effects I hypotheses

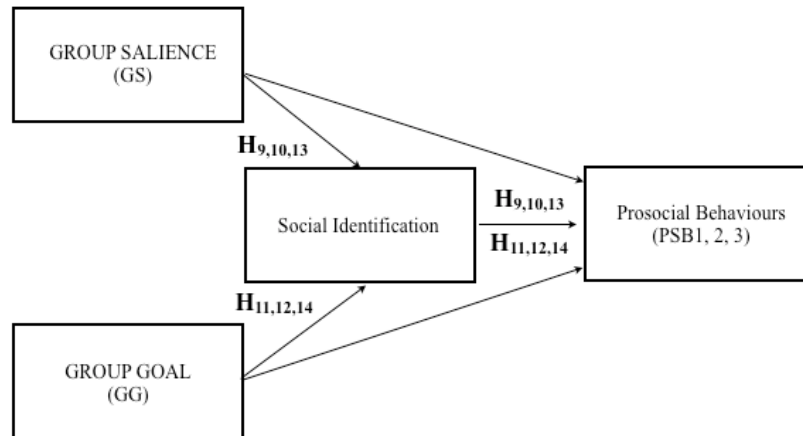
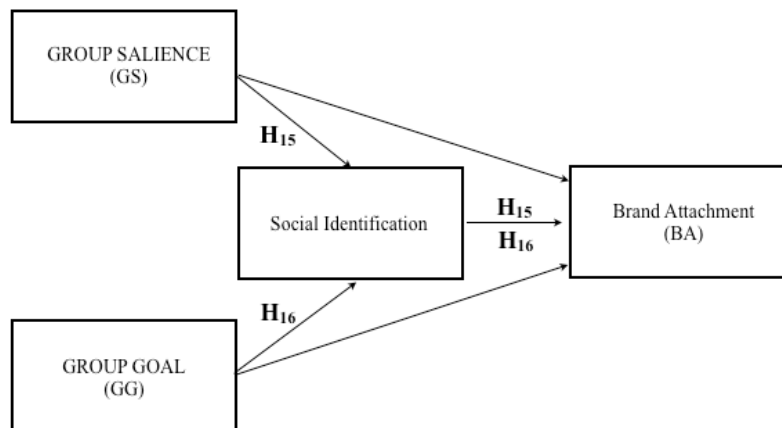


Figure 24. Indirect effects II hypotheses



However, being cognizant of the group is one thing, and identifying with that group is quite another (Brewer, 1991). One can recognise the group (i.e. it is salient), but this does not necessarily mean one uses the group and its associated identity for self-definitional purposes. For the group-defined social identity to become formative in the temporary construction of the self-concept - i.e. to be included alongside the personal

identity - the individual must accommodate the social identity (Turner, 1985): social identification.

Social identification is defined as a state, describing the condition where the member perceives themselves as psychologically committed to the social category, as depicted by the group.

3.3.2.1 Indirect effects I

As such, whilst it is anticipated that there will be a positive effect of group salience on prosocial behaviours (as salience drives the attractiveness of the group), it is proposed social identification with the group mediates this relationship between group salience and prosocial behaviours towards the group. Thus:

H₉: Social identification with the group mediates the relationship between group salience and the giving of time to others/brand (PSB1).

H₁₀: Social identification with the group mediates the relationship between group salience and the giving of money to others/brand (PSB2).

It has been proposed that a novel group goal contributes to the distinctiveness of the rapidly convened group (where this group has limited ability to define itself by other, longer-standing social category associations), and that this will lead to higher levels of prosocial behaviours within the group, in order to maintain this distinctiveness (H₃, H₄, H₅). Extending the logic regarding the mediation effect of social identification, it is also proposed there will be a mediator effect of social identification on this relationship between group goal and prosocial behaviours. As such:

H₁₁: Social identification with the group mediates the relationship between group goal and the giving of time to others/brand (PSB1).

H₁₂: Social identification with the group mediates the relationship between group goal and the giving of money to others/brand (PSB2).

Returning to the issue of out-group behaviours (H6_{ab}), and drawing on Allport's (1954) contact hypothesis (where such contact and interaction with the out-group can contribute to the creation and delivery of prosocial behaviours towards that out-group), as well as subsequent empirical findings on intergroup cooperation (e.g. Gaertner et al., 1990), it is argued that such behaviour will be stronger where the focal group is more salient and distinctive, and where the member is committed to - has socially identified with - the group. It is argued this to be due to a stronger perception of a shared, unambiguous and distinctive opinion (e.g. Sole et al., 1975) between the two groups, together with the perception of less intergroup contrast (Tajfel, 1982). As it is proposed both group salience and group goal contribute to the priming of this novel and temporary social category and subsequent acceptance by the individual consumer, this leads to the following hypotheses:

H₁₃: Social identification with the group mediates the relationship between group salience and the giving of time to others beyond the group (PSB3).

H₁₄: Social identification with the group mediates the relationship between group goal and the giving of time to others beyond the group (PSB3).

3.3.2.2 Indirect effects II

To reiterate, it is proposed the brand-self connection is positively influenced by the salience of the group, and that the brand is perceived as a member of that group, through convening the group (H₇, H₈). However, recognising that group membership (or, more accurately, allocation) is distinct from social identification with the group, it is argued that social identification mediates the relationship between group salience and brand attachment. Further, as a distinctive group goal is also argued to contribute to a novel and distinctive social category, it is proposed that social identification will also mediate the relationship between group goal and brand attachment. This gives rise to the final two hypotheses, namely:

H₁₅: Social identification with the group mediates the relationship between group salience and brand attachment (BA).

H₁₆: Social identification with the group mediates the relationship between group goal and brand attachment (BA).

3.4 Conclusion

This chapter has introduced and developed the conceptual model for this research. The model has been separated into three parts for visual and descriptive clarity. The first part - *main effects* - has introduced and justified the proposed causal links between two manipulated factors and displays of distinct forms of prosocial behaviour. These manipulated factors are group salience and group goal, and their specific manipulation is discussed subsequently within the methodology and research design section. The prosocial behaviours relate to the giving of both time and money, and recognise the distinction between the giving of these resources within the group, and extending these exchanges beyond the group. The effects of such manipulations on the brand-self connection (brand attachment) are also introduced and justified.

In the second and third parts, the model identifies the potential mediating effects - *indirect effects I, II* - of social identification with the group, on prosocial behaviours (I) and the consumer brand relationship (II). That is to say, whilst group allocation (and, to a level, group membership) can be mandated by the experimental context, the actual psychological acceptance of - social identification with - that group cannot be mandated and is at the discretion of the member (Brewer, 1991). As such, it is proposed social identification mediates the main effects between the manipulated factors and prosocial behaviours.

Finally, as it is proposed brand attachment is influenced by the salience and membership of the group (where the group also includes the brand), social identification with the group is also hypothesised to mediate the relationship between the manipulated factors of group salience and group goal and brand attachment.

For clarity and convenience, the following two tables summarise the constructs (their definitions, type and purpose; see Table 2), and the proposed hypotheses (see Table 3).

Table 2. Summary of constructs

Construct	Definition	Type	Purpose
Group Salience	The heightening of an individual's awareness of their membership of a specific group due to the momentary potency of the forces towards or away from that group. (Glass, 1964)	Independent Variable	H1, H2, H6ab, H7, H9, H10, H13, H15
Group Goal	The collective objective or purpose of the group' (Bagozzi, 2000)	Independent Variable	H3, H4, H5, H8, H11, H12, H14, H16
Prosocial Behaviour	That behaviour that has positive physical or psychological outcomes for others, irrespective of motive' (author) Has positive social consequences, and contributes to the physical or psychological wellbeing of another person' (Wispé 1972)	na	na
Prosocial Behaviour 1 (PSB1)	Time to others in the group (brand)	Dependent Variable	H1, H3, H9, H11
Prosocial Behaviour 2 (PSB2)	Money to others in the group (brand)	Dependent Variable	H2, H4, H10, H12
Prosocial Behaviour 3 (PSB3)	Time to others outside the group Intention to donate time to supported cause subsequent to awareness of the proposed marketing initiatives.	Dependent Variable	H5, H6ab, H13, H14
Brand Attachment	The strength of the bond connecting the brand with the self (Park et al, 2010). Two components to the construct, namely: a) Brand-self connection - the cognitive and affective bond between the brand and the self, b) Brand prominence - the salience of the cognitive and affective bond, this salience determined by ease and frequency with which brand-related thoughts and feelings are brought to mind (Park et al, 2010).	Dependent Variable	H7, H8, H15, H16
Social Identification	The individual perception of actual or symbolic belongingness to a group' (Mael & Ashforth, 1992)		H9-16
Prosocial Behaviour 4 (PSB4)	Money to others outside of the group	Dependent Variable	na
Group Inclusiveness	The acceptance of others beyond the in-group through either:	Independent Variable	n/a

Table 3. Summary of hypotheses

H₁	An increase in group salience has a positive effect on the giving of time to the brand (PSB1).
H₂	An increase in group salience has a positive effect on the giving of money to the brand (PSB2).
H₃	The giving of time to the brand (PSB1) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.
H₄	The giving of money to the brand (PSB2) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.
H₅	The giving of time to others beyond the group (PSB3) is significantly greater for groups whose goal is specifically prosocial, than for those whose goal is not.
H_{6ab}	The degree of group salience has a direct (a) positive, (b) negative effect on the giving of time to others (PSB3).
H₇	Higher group salience has a positive direct effect on brand attachment.
H₈	Brand attachment is stronger for groups whose goal is specifically prosocial, than for those whose goal is not.
H₉	Social identification with the group mediates the relationship between group salience and the giving of time to others/brand (PSB1).
H₁₀	Social identification with the group mediates the relationship between group salience and the giving of money to others/brand (PSB2).
H₁₁	Social identification with the group mediates (has in indirect effect on) the relationship between group goal and the giving of time to others/brand (PSB1).
H₁₂	Social identification with the group mediates (has in indirect effect on) the relationship between group goal and the giving of money to others/brand (PSB2).
H₁₃	Social identification with the group mediates the relationship between group salience and the giving of time to others beyond the group (PSB3).
H₁₄	Social identification with the group mediates (has in indirect effect on) the relationship between group goal and the giving of time to others beyond the group (PSB3).
H₁₅	Social identification with the group mediates the relationship between group salience and brand attachment (BA).
H₁₆	Social identification with the group mediates the relationship between group goal and brand attachment (BA).

4. RESEARCH PHILOSOPHY AND METHODOLOGY

4.1 Introduction

Having identified the research opportunity, defined the research question, and having introduced and justified the conceptual model and supporting hypotheses, a research philosophy is now introduced. This philosophy justifies the methodological and research design choices made in an attempt to answer the research question. As such, this chapter introduces a research philosophy and discusses broad methodological choices made. This chapter then proceeds to explain the research design. A discussion on data collection and data analysis then follows.

4.2 Research philosophy

The importance of consistency within the relationship between data and theory is critical to the quality of management research (Easterby-Smith, Thorpe, Jackson, & Lowe, 2008). Informing and shaping this relationship is the ontological and corresponding epistemological stance of the researcher. Consequently, this section attempts to present an ontological and epistemological framework and then identify and expand upon this researcher's journey and final position within that framework. The section then explores the consequences such a position has with respect to research methodology choice and method selection, and attempts to address questions of validity.

To find consistency within the various classifications of ontological and epistemological assumptions is in itself a complex task. Blaikie (2007) maps out ten philosophical perspectives, or 'paradigms' (p.12) that are considered valid and distinct within the social sciences. Easterby-Smith et al. (2008), in contrast and through introducing broad philosophical stances, reduce the discussion to a more manageable number, choosing instead to highlight what they term 'two contrasting positions' (p.56). Although Blaikie (2007) argues that to understand social science we must look

beyond the idealist and realist ontological positions, as such a dichotomy is “too crude” (p.13), for this section Easterby-Smith et al.’s classification will be used. Easterby-Smith et al. scope the range of ontological stances from representationalism through to nominalism, with epistemological positions of positivism and social constructionism, respectively (See Table 4).

Table 4. Summary of ontology and epistemology

Ontology of social science	Representationalism	Relativism	Nominalism
<i>Truth</i>	<i>...requires verification of predictions</i>	<i>...is determined through consensus</i>	<i>...depends on who establishes it</i>
<i>Facts</i>	<i>...are concrete</i>	<i>...depend on viewpoint</i>	<i>...are all human creations</i>
Epistemology of social science	Positivism	Relativism	Social Constructionism

Easterby-Smith et al. (2008)

Easterby-Smith et al. (2008) relate representationalism to internal realism, which in turn would appear to be aligned with shallow realism (Blaikie, 2007), namely an extreme form of realism, where there is an “unproblematic belief in an external reality, consisting of things and/or events and/or states of affairs, which are controlled by natural or social laws” (Blaikie, 2007, p.14). It is considered important to reference at this stage a key tenet of internal or shallow realism, namely the observation of repeating patterns and sequences, where these regularities are viewed as ‘constant conjunctions’. That is to say, the importance rests on the observation of relationship, with no investigation or interest in why this relationship may manifest. Thus this realist position “implies that there is nothing behind observed events that has a hand in their production” (Blaikie, 2007, p.14).

In contrast, relativism – sitting in the centre of Easterby-Smith et al.’s continuum – reveals more texture and depth to the realist stance since it at least accommodates an “interpretative thread” (Easterby-Smith et al., 2008, p.62). Specifically, critical

realism is considered to be a variant thereof, and whilst discussed in more detail within the following section, this ontological stance is raised here since it has been of enduring interest to this researcher during this process to determine a philosophical perspective. This is in no small part due to its intent, from a realist start-point, to look beyond constant conjunctions, and - referring back to Blaikie's (2007) critique of internal realism above – the attempt to explore the 'something' behind observed events.

The ontological and epistemological framework presented above is parsimonious at best. However, it serves its purpose well in highlighting the extremes of the positions, and presents a sufficiently clear frame within which to identify this researcher's position.

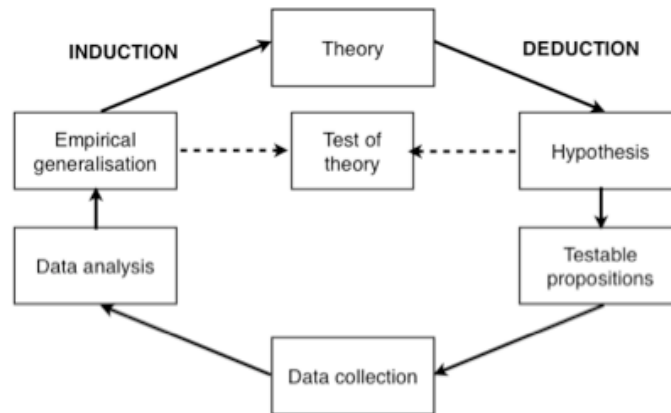
Having never interrogated my stance within the broad philosophical debate prior to the PhD programme, a broad 'default' position was immediately obvious: that of devout realist. Despite a considerable body of literature – and indeed a range of more contemporary ontological perspectives and philosophical paradigms - that highlight the naivety and limitations of such a position, it is not surprising to find oneself at that start point, for reasons both historic and contemporary.

From an historic and personal perspective, having studied sciences at school and undergraduate level, as well as completing an MBA, a scientific realist rhetoric pervades this researcher's day-to-day life, and as such creates a familiar 'comfort zone' within which to operate. It is difficult to unlearn – difficult to initially *find reason* to unlearn – this position. From a broader and more contemporary perspective, the on-going review of the literature within the chosen area (marketing and branding) further supports the dominant grip of realism and positivistic methodologies within the research. This is undoubtedly due in no small part to there being a concentration of leading journals in this area in the US, where such a philosophical stance would appear to remain dominant: indeed the preeminent academic journal in this field emerges from the Academy of Marketing *Science* (italics added).

However, one can tentatively argue there are deeper reasons why such a perspective persists in this field. Marketing has long attempted to be recognised as a ‘serious’ business function, alongside the more established disciplines, and as such has chosen to adopt the scientific mantle in what it considers to be the most efficient pursuit of such recognition. In doing so, it is tentatively considered feasible the discipline continues to attempt to create and disseminate generalizable theories that would add weight to its calls for credibility and respect. Specifically, such generalisation is possibly considered vital for the area, since much marketing research naturally tries to model consumer behaviour, in an attempt to eventually allow practitioners to more effectively understand, respond to and meet consumer expectations, thus contributing to the collective firm purpose. Without such generalisation, marketing remains in fear of being perceived as marginal, anecdotal and esoteric.

This recognition, and appreciation, of the generalizability of theory has clearly shaped this researcher's philosophical position. To reiterate, the research interest focuses on the increasingly complex and important intersect of business and society, and the broader role business can play in contributing to society. Specifically, interest lies in exploring how businesses can use their intangible assets more effectively to encourage consumers not only to value more sustainable consumption choices but also, ultimately, more sustainable and mutually constructive lifestyles. The focus lies on whether specific group structures around brands can achieve this. In such an emerging area there is clearly a need for theory and model building, not only to initially guide business, but to also shape the more formal coding of theory into policy and legislation. It is this interest – in developing theoretical or conceptual models and their subsequent use in policy or wider decision-making – that has probably revealed the philosophical stance from the start. Drawing on Wallace (1971) and de Vaus (1995) (referenced in Blaikie, 2007, p.8) there is a clear preference for a specific contribution from within the logic of the inductive research strategy (Blaikie, 2007, p.8). See Figure 25.

Figure 25. Logic of research strategy



Source: Blaikie (2007)

Assessing generalizability – or external validity – is considered by some, a matter of judgement (Campbell & Stanley, 1966). Buchanan (2012) argues that such broad generalisation is predicated on statistical generalization, but that there are at least four other forms that are valid: moderatum generalizations, which describe low level patterns or characteristics that may reveal particular structures that may exist across situations (Williams, 2000, in Buchanan, 2012); naturalistic generalizations, which describe the possible transposition and adoption of methods or outcomes to one's own personal context (Stake, 1994, in Buchanan, 2012); analytical refinement, where findings can challenge or refine existing models (Tsoukas, 2009, in Buchanan, 2012); and isomorphic learning, describing where lessons learned in one environment can be applied to other settings (Toft & Reynolds, 2005). The reason for detailing these forms of generalisation, is that such detail re-affirms this researcher's focus on statistical generalizability specifically, since at such a formative stage of development, it is tentatively argued that conceptual models focused on brand group influence and prosocial behaviour are required to demonstrate this form, more than others. Whilst the other forms, as detailed above, are certainly valid, it is considered they veer towards heuristic or anecdote, which are in turn more valid when extending or testing theory.

Returning to this emerging realist stance, it is recognised there are inadequacies in shallow realism, and specifically the refusal to acknowledge either context or

recognise the existence of some underlying mechanism or cause. It is this desire to hold both the realist stance, but modified or detailed to recognise a degree of context and underlying mechanism, that has drawn this researcher specifically towards critical realism.

Critical realism resonates since it recognises distinctions between the natural and social sciences, and acknowledges that whilst social objects cannot be studied in the same way as natural objects, they can at least be studied ‘scientifically’ (Bhaskar, 1998, p.27). Critical realism does not shy away from the potential shortcomings of pure representationalism in that it demands theory to look beyond constant conjunctions, and instead model underlying – or generative – structures and mechanisms. Further, such a stance proposes that these structures and mechanisms are independent of the events they produce, and indeed these events can occur without being directly experienced. This allows, for example, for the conceit that mechanisms may act antagonistically, thus producing no observable event. Extending this concept of mechanism, event and experience, Bhaskar (1998) proposes the existence of three realms of reality, namely: empirical, actual and real (see Table 5).

Table 5. Critical realism: realms of reality

	<i>Domain of empirical</i>	<i>Domain of actual</i>	<i>Domain of real</i>
<i>Experiences</i>	✓		
<i>Events</i>		✓	
<i>Mechanisms</i>			✓

Bhaskar (1998); adapted Blaikie (2007)

The reason this expanded view of reality is found to appeal, is that it presents a rigorous and iterative process by which we can learn, develop and refine statistically generalizable theoretical models. If one starts by observing the experience, one can then focus on understanding the events that give rise to it, and in turn then identify and model the underlying mechanisms, which drive it. In other words, conceptual models improve as they model deeper and deeper mechanisms behind the initial

phenomenon of interest, where these mechanisms or events may or may not engage depending on context and other factors. Bhasker (1998) details this process as recognising both ‘transitive objects’ – theories and models that are proxies for reality – and ‘intransitive’ objects – the real entities that constitute our real world. In short, one can tentatively claim that critical realism holds the ideal mix of recognising a single reality and appreciating that such a reality may be masked by context, and its impingement on mechanism, event and experience. In other words, our ambition as social scientists is to constantly pursue improvements in our understanding of a single defining reality, as if peeling back the layers of an onion. This is particularly appealing, since it argues that this form of realism is capable of constant updating and relevance, which directly contradicts a core argument for the redundancy of realism and its associated epistemological stances by idealist perspectives.

Turning briefly to corresponding epistemology, the literature (see for example Blaikie, 1997) assigns a neo-realist epistemology to a critical realist stance. Once again, seeing that such an epistemology focuses on moving beyond the identification and observation of constant conjunctions, and instead tries to uncover the mechanism that may or may not cause such a relationship, depending on context and its ability to evoke competing mechanisms, appeals to this researcher. Such an epistemology demands an exploration of the underlying process and indeed the conditions under which it occurs. In the context of marketing research, and specifically consumer behaviour research, such a position is tentatively argued to be highly valid, since it allows for us to build statistically generalizable theory, which at the same time is mindful and alert to contextual caveats.

To summarise, critical realism, as a representationalist-leaning form of relativism, together neo-realism as an epistemological stance, hold in balance the recognition of an underlying reality, but are sympathetic to, and inquisitive of, the complex circumstances that present opportunities for that reality to manifest through a myriad of events and experiences. Further, through the recognition of complex relationships between events and generative mechanisms, it is tentatively argued it allows for the

creation of generalizable theoretical modelling in all definitions (see Buchanan, 2012), rather than relying on a more selective approach.

4.2.1 Implications for methodology and methods

Easterby-Smith et al (2008) outline the key methodological implications for what they consider to be the three principle social science epistemologies, including what they term ‘start points’, ‘designs’ and ‘techniques’ (p. 63). See Table 6.

If one relates neo-realism (Blaikie, 2007) to relativism (Easterby-Smith et al., 2008), albeit with a leaning towards positivism, then the appropriate designs and techniques include experiment and survey. These are certainly in keeping with an overarching methodology to be applied to this proposed research.

Table 6. Methodological implications for epistemologies

<i>Social Science epistemologies (Elements)</i>	<i>Positivism</i>	<i>Relativism</i>	<i>Social constructionism</i>
<i>Aims</i>	<i>Discovery</i>	<i>Exposure</i>	<i>Invention</i>
<i>Starting Points</i>	<i>Hypotheses</i>	<i>Propositions</i>	<i>Meanings</i>
<i>Designs</i>	<i>Experiment</i>	<i>Triangulation</i>	<i>Reflexivity</i>
<i>Techniques</i>	<i>Measurement</i>	<i>Survey</i>	<i>Conversation</i>
<i>Analysis</i>	<i>Verification/falsification</i>	<i>Probability</i>	<i>Sense-making</i>
<i>Outcomes</i>	<i>Causality</i>	<i>Correlation</i>	<i>Understanding</i>

Easterby-Smith et al. (2008)

With respect to the literature domains identified and reviewed within this document, whilst there are several important articles that rely on qualitative, narrative-based explorations of the phenomena (e.g. McAlexander, Schouten, & Koenig, 2002; Muniz Jr. & O'Guinn, 2001) the clear majority of articles rely on quantitative, statistical

techniques, and use scale development, experiment and survey to construct or advance conceptual models around consumer behaviour.

Regarding this research, experiment and survey are considered the most appropriate methods. Considering the issue of validity, and specifically in the context of a relativist/positivist perspective (see Easterby-Smith et al., 2008) and the majority of experimental research within the marketing and consumer behaviour disciplines, it is tentatively considered that such techniques that afford access to larger samples in more natural environments would support calls for both population validity and ecology validity. It is also appreciated that face and construct validity will also be of importance with respect to any scale development. Finally, such methods would also accommodate open-ended survey data, thus ensuring a position around the positivist/relativist boundary.

4.2.2 Limitations to chosen philosophy

It is important to remain mindful of the limitations this critical realist philosophical position will impose on the proposed research. With an overt ambition to deliver a substantive contribution to generalizable theory in the statistical sense, it is acknowledged that in some respects detail and nuance will be forfeited for broader conclusions. Buchanan (2011) argues that it is the outlier that often offers more of an insight, rather than those that lie along neat trend lines. Whilst this position is acknowledged and respected, and the considerable merit in case study and small sample research is appreciated, one can return to an earlier argument, that at this moment in time, such is the nascency of this area of research, there is a clear need to first establish these broad trend lines, so as to know what may constitute an outlier in subsequent research. With respect to other limitations associated with what is broadly a realist perspective, this researcher remains convinced that specifically a critical realist view within that perspective affords a level of depth and nuance that accommodates many of the more nominalist positions within social science research; albeit with an unshakeable grasp on a single reality.

4.3 Research design

4.3.1 Introduction

This research project aims to explore whether there are alternative means by which consumers can be engaged in sustainable behaviours. Specifically, it is argued that using brand-convened groups, and proposing membership of these groups, can provide an effective context within which consumers will then engage in prosocial behaviours. It is argued these behaviours have the potential to yield the same results as more typically conceived sustainable behaviours, but without the associated values or personality trait antecedents. This question, by way of the proposed hypotheses within the conceptual model, is tested by means of a field experiment, conducted online. This approach requires further justification.

First, a field experiment has been chosen, since it delivers a greater degree of ecological validity (Brewer, 2000). This is particularly important, considering the extant literature on experimental design within the social identity domain draws specific attention to the artificial environment of most experiments, and that such an environment could create bias in terms of respondent identification with the focal group (e.g. Ellemers et al., 1999). Second, an online context has been selected, partly to further improve the external validity of the research, but to also test one of the tenets of the minimal group paradigm, namely that face to face interaction is not necessary to invoke in-group behaviours (which in this case would be prosocial behaviours). To reiterate, whilst this condition has not been found to be necessary within laboratory-controlled experimental settings (cf. Tajfel et al., 1971), it is another matter whether the condition is necessary where other social categories may be primed as a result of a more natural consumer environment. Rather than just a conceptual distinction, this point is considered important. This research will explore whether such minimal conditions suffice in a more natural consumer environment, the results of which will have practitioner benefit in terms of understanding whether face to face and highly interactive contexts are necessary, or whether such minimal conditions remain sufficient even in these conditions.

This chapter will have the following structure. First the key elements of the research design are presented. Specifically, the research premise, the creation of the brand, the manipulations and initiatives are detailed. Second, the research protocol is explained. Third, the measures of all variables are introduced and explained. Fourth, two additional variables are introduced and discussed: group inclusiveness and a fourth prosocial behaviour (money to others beyond the group; PSB4). Due to operationalisation concerns, group inclusiveness is omitted from further analysis, and the findings in relation to PSB4 are considered tentative. However, both variables are introduced and discussed here, due to their proposed importance both to the experiment and the wider context of the research.

Fifth, data collection processes are detailed, including all piloting exercises. Next, details of the actual survey delivery are explained. Finally, ethical considerations and limitations of the research design, protocol and delivery are then discussed.

4.3.2 Research premise

Participants¹¹ were invited to take part in what they believed was a review process for draft marketing materials relating to the imminent launch of a new fruit-based soft drink brand. To clarify, this was a fictitious brand, created for the purposes of the experiment (see Section 4.3.2.1 - Creation of a brand). The draft materials related to two potential launch initiatives for the brand, and participants were under the impression that their specific feedback on these initiatives would be taken into consideration before the brand launch strategy was finalised. Participants were also aware that they would be introduced to brand itself - its positioning and core proposition, and asked for feedback on these elements also. As such, the engagement was presented to participants as market research, but in actual fact, it was also an exercise in consumer-brand co-creation, in terms of helping the brand proceed toward a successful launch.

¹¹ Approximating to a UK population demographically, and contacted through a leading market research firm - please see Section 4.7 on data collection for more information.

The exact initial wording presented to participants was as follows (see Appendix A for full details of all survey materials presented to participants):

'Thank you for taking part in this research today - we are very excited to have your help. We are a producer of foods, snacks and soft drinks, with our products enjoyed by millions of people every day.

We are about to launch an exciting new product that we believe will be very attractive to consumers. And we would like your help to make the launch as successful as it could be.

We are going to introduce you to the product brand and then ask you to take a look at two potential initiatives we are thinking of using to launch the brand. Your thoughts and reactions to these initiatives will be very useful in helping us finalise our plan, and make the launch as successful as possible'

4.3.2.1 Creation of a brand

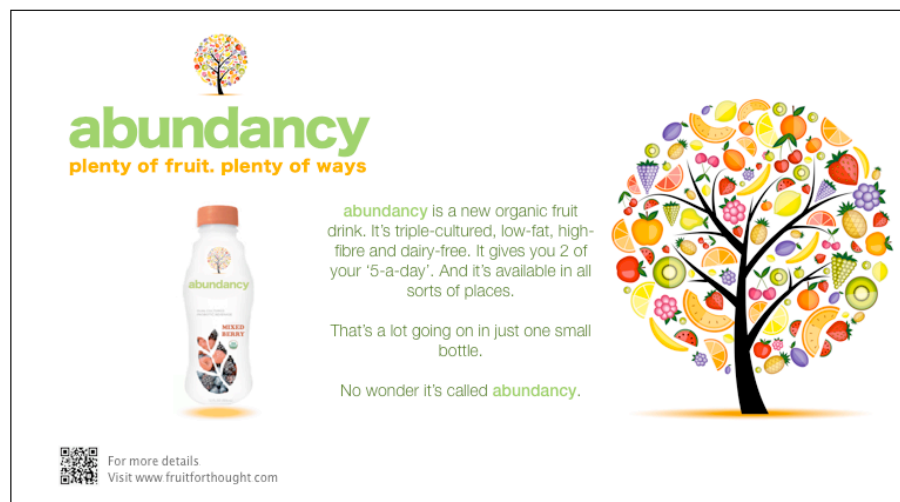
To reiterate, a fictitious brand was created for the purposes of this experiment. This was considered preferable, in order to control for any pre-existing attitudes towards the brand going in to the research.

For a number of reasons, the soft-drink category was chosen. First, it is argued this category lends itself to a variety of potential legitimate propositions or positioning statements (ranging from health and wellbeing, through to novel experience and excitement), so aiding the creation of legitimate distinct goals for the research. Second, the soft-drink category presents an opportunity for the creation of a brand that is neither high-involvement nor cognitively demanding for the consumer, so responding to one criticism directed towards brand communities i.e. they are only available to high-involvement, experiential brands.

Participants were given detailed information regarding the soft drink, including that it was probiotic, dairy-free, low fat and fruit-based. For validity, the description of the drink mirrored that of several new 'boutique' soft-drink products launched within the

US over the last twelve months¹². As well as a written description of the product, for further external and face validity, visuals were also prepared to reflect bottle design, labelling and initial product marketing materials. See Figure 26.

Figure 26. Abundancy: initial brand design concept board 1



As can be seen from the above, the branded product was introduced as 'abundancy', and it was explained that it was attempting to appeal to consumers on two levels. First, that it wanted to provide two of the '5-a-day' recommendation, and so was contributing to a *healthy lifestyle*. Second, that it was trying to be available for consumers whenever they wanted to enjoy the 'hit' of fruit. In this second regard, the drink was appreciative of busy modern lifestyles and was presenting itself as a *better consumer experience* (through understanding the pressures of modern life). Thus, the brand was positioned as traditional and long-term (re' health and wellbeing), as well as modern and more in tune with the practical challenges of busy life (re' availability) (see Appendix A for full details of survey descriptions for these aspects). These twin aspects of the positioning were intentional in order to establish a credible basis for the subsequent goals for the research work, as presented to the participants. The goals are discussed more fully momentarily, in the context of the manipulations.

¹² See for example Graindrops. <http://www.graindrops.com>. Accessed 10.5.2013.

4.3.3 Manipulations

Two manipulations are carried out within the experiment: group salience and group goal.¹³

4.3.3.1 Manipulation 1: Group salience

Group salience is defined here as ‘the heightening of an individual’s awareness of their membership of a specific group, due to the momentary potency of the forces towards or away from that group’ (Glass, 1964, p.125). Therefore, group salience can be considered a psychological (individual) construct regarding the awareness of one’s membership to the group. Thus to manipulate salience, it is necessary to manipulate awareness of the group, along with this initial sense of membership of the group.

Awareness can be increased by presenting novelty, visual distinctiveness, and communicating distinctive behaviour or capabilities within that group (Hogg & Turner, 1985). Thus these elements are considered appropriate (but not exhaustive) elements that contribute to the ‘potency’ of forces (Glass, 1964). In addition, applying the principle of the meta-contrast ratio, whereby the group is salient when it is considered to remove uncertainty and ambiguity (Tajfel & Turner, 1979; Tajfel, 1978, 1982), it is argued that another element of this ‘potency’ is perceived consistency when considered in the context of the role or goal of the group. Thus this consistency supports what Reed (2002) terms 'diagnosticity'.

Group salience was manipulated as follows. Prior to reviewing the marketing materials for the new brand (initial brand boards and the initiative boards), all respondents were invited to complete a pre-task involving a series of creative and lateral thinking skills.

This pre-task consisted of three separate activities carried out sequentially, namely expressing preferences from a series of pairs of photographic images (e.g. Auld, 1980), selecting adjectives for how they felt towards a specific typeface (e.g. Shaikh, Chaparro & Fox, 2006), and then listing as many potential uses for a common house

¹³ A third manipulation was originally included: group inclusiveness

brick as they could (e.g. Fitzsimons, Chartrand, & Fitzsimons, 2008; Guilford, Merrifield, & Wilson, 1958).

A subset of the sample was then allocated at random to a distinct group that ostensibly recognized superior creative and lateral thinking skills (reflecting novelty, distinctiveness and consistency). To be clear, the results from the pre-test were neither reviewed nor used in any way to allocate the participants.

Those allocated to this specific group were told it was called 'The 20/20 Creative Vision Group', as a way to both distinguish the group and bestow some positive distinctiveness upon the group from the outset. Members were explicitly told they were now a part of this group (based on their 'superior' performances a result of the pre-tasks), and that this group was a subset of the main research panel group. This communicated to the new members a degree of consistency (through all members displaying superior levels of lateral and creative thinking), a social status advantage (they were considered superior to others undertaking the research), diagnosticity (due to their skills matching the requirements of the specific task), and the existence of a clear out-group (namely all of the others undertaking the research but who did not perform well within the pre-task).

Thus this group setting represented the *high group salience condition* (HGS). The specific text presented to the randomly assigned participants on their allocation to this group is shown below (see Figures 27 and 28).

Figure 27. Group manipulation 1

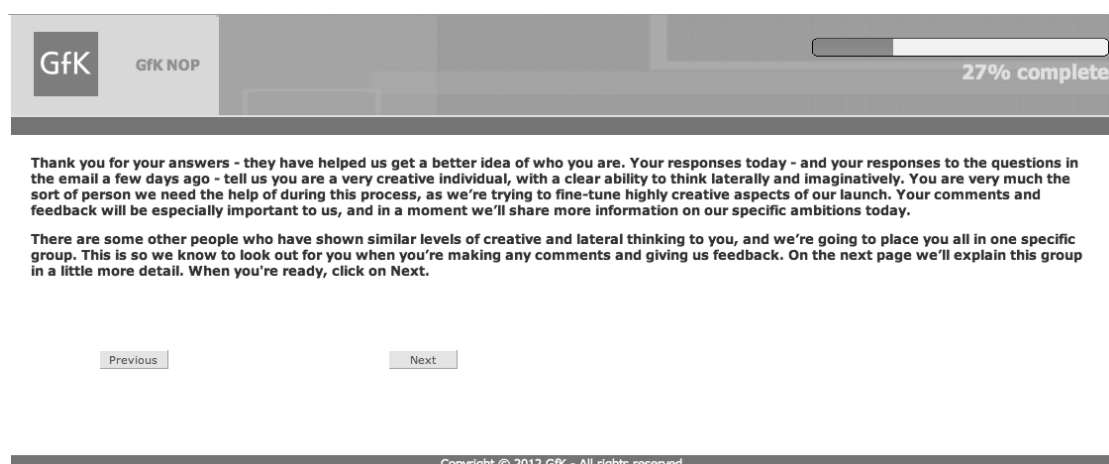
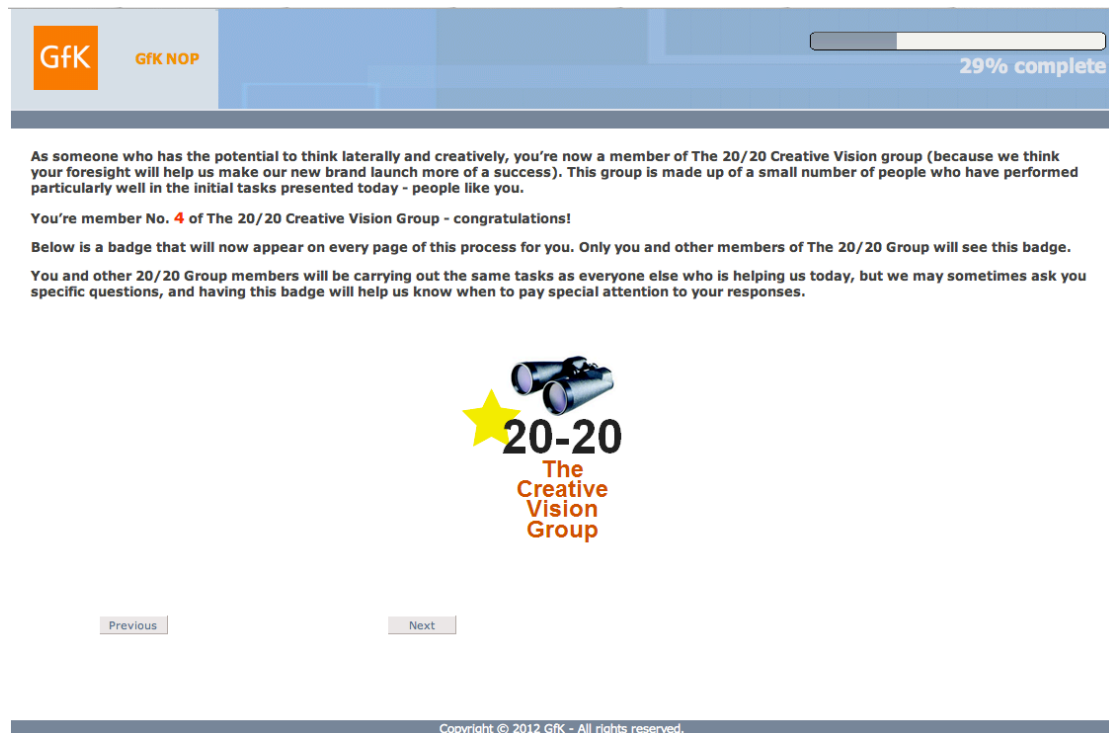


Figure 28. Group manipulation 2



As can be seen (Figures 27 and 28), when receiving confirmation of their allocation to this specific group, participants could also see a highlighted No 4 within the text. Whilst all randomly allocated participants were served the same survey page, this highlighted allocation number was designed to further enhance the perception that the survey process had evaluated the performance on the creativity and lateral thinking test in near-real time, and was allocating 'high performers' to slots within this preferential group. It should also be noted, that whilst this membership number was highlighted on this one page to further improve face validity, any reference to a specific position for the focal participant within the group was absent from all subsequent group membership prompts. As such, individual members no longer knew where they were within the group, or indeed how many members were in the group (except that the group was a minority group in the context of the research process).

The name and the distinctive icon (see Figure 29) appeared on every subsequent page of the online experimental survey instrument for these participants. More specifically,

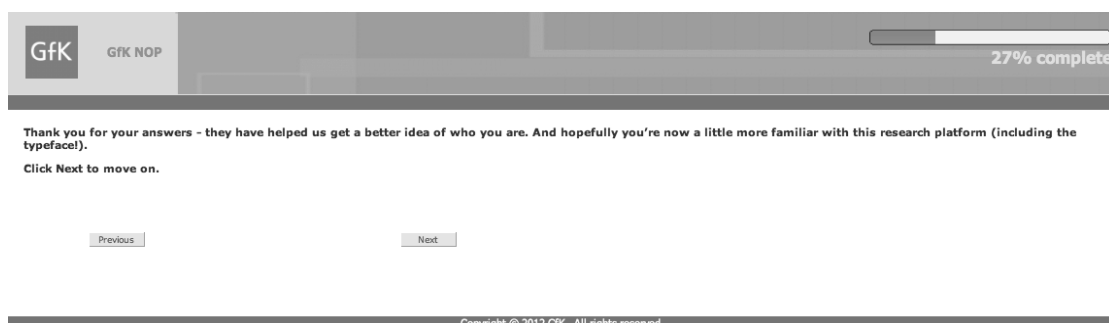
the icon was located next to every dialogue box or response field for those in the high group salience condition, in order to further prime their membership of the group before responding. As well as the icon (see Figure 29), wherever possible the body copy within the survey slides also referred to 'you, as a member of the 20/20 Vision Group'. Although very basic i.e. a rudimentary change to the language within the written instructions, it is argued this further reinforced the participants' membership of the group (cf. Glass, 1964). For more detail, please see Appendix A.

Figure 29. Group identity icon - 20/20 Creative Vision Group



Those not randomly assigned to this group were simply thanked for their participation in the pre-task before proceeding to the next instruction page. These participants were in the *low group salience condition* (LGS). The text presented to these non-selected participants is shown below (see Figure 30). Within all of the subsequent copy text, participants in this low salience setting were simply referred to as 'you' i.e. a reference to their individual status, and no reference to a specific group.

Figure 30. Low group salience response



To summarise, the group salience manipulation involved randomly allocating a proportion of the participants to what was perceived to be a dedicated, skilled

minority group, that was characterised by being in some way better equipped to perform the tasks. It is argued that salience was primed through portraying consistency, novelty, distinctiveness and diagnosticity. These conditions are summarised in Table 7.

Table 7. Summary of group salience manipulation

	Low Salience	High Salience
1	No acknowledgement following pre-task completion.	Specific acknowledgement of strong performance following pre-task completion.
2	No acknowledgement of specific group membership or group name.	Specific group membership confirmed with group name and number (initially).
3	No distinctive iconography on site.	Distinctive iconography on each page of site during participant journey.
4	No reference to group membership (or other members) in comments and feedback tasks.	Specific reference to group membership (and other members) in comments and feedback tasks.
5	No reference to group membership in body copy on tasks.	Frequent reference to group membership in body copy on tasks.
6	No reference to group membership in prosocial behaviour prompts.	Reference to group membership in prosocial behaviour prompts.

4.3.3.2 Manipulation 2: Group goal

All participants were shown the same initial materials for the branded product. This included the two distinctive features that were considered core to the brand proposition, namely:

- 1. It's always great tasting and healthy - it tastes good, and is good for you.*
- 2. It's always available when you want it - it's a better drinking experience.*

Available in eight different fruit combinations, we want 'abundancy' to be all about:

Plenty of Fruit. Plenty of Ways.

These two strands of the proposition were also reflected in the initial artwork, shared with all respondents, to reinforce both face and external validity, and to set-up the specific goals to follow. See Figure 31.

Figure 31. Initial proposition artwork for brand



The dual aspect of the proposition and positioning for the product allowed for the introduction of two specific goals for the different participants. These goals related directly to what the participants perceived were the intended outcomes of this research exercise. As such, to manipulate Group Goal, respondents were subdivided again, equally across the high/low group salience setting.

With one group, the goal of the research was presented as helping the brand achieve the best possible launch as an *enjoyable and useful product for consumers*. This is defined as the *normal goal* (NG) as it describes the typical goal of a brand.

With the second group, the goal was presented as helping the brand achieve the best possible launch as a *sustainable and responsible product*. More specifically, the text explained that the brand was to be positioned around social and environmental responsibility, and that these terms are also described as sustainable and sustainability. As such, participants were made aware of the similarities between social responsibility, environmental responsibility and sustainability (see Appendix A). This

is defined as the *sustainability goal* (SG). The language used is shown below (see Figures 32 and 33).

Figure 32. Normal goal introduction

GfK GfK NOP 44% complete

Having introduced the product, we'd now like to introduce and discuss the two potential launch initiatives for abundance.

Both initiatives we want to share with you focus on delivering fresh experiences that are exciting and life-affirming for people with modern, busy lifestyles. We're keen to show that abundance champions great new experiences for the consumer.

Specifically, this is the goal of the research today - to review two initiatives that we hope will help abundance show its commitment to great consumer experiences.

We believe your point of view is vital in helping us meet this goal.

Right, let's get to the first initiative - we want to hear your thoughts! Don't worry, we'll give you full instructions on how we want to receive your comments and feedback in the next few pages.

We're calling the first initiative 'Just Add Nature'.

Click on Next to learn more about the idea.

Previous Next

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Figure 33. Sustainability goal introduction

GfK GfK NOP 44% complete

Having introduced the product, we'd now like to introduce and discuss the two potential launch initiatives for abundance.

Both initiatives we want to share with you focus on delivering on abundance's commitment to health and wellbeing - not just for those who go out and buy abundance (our consumers), but for everyone. abundance is committed to a healthy environment and vibrant society. This is sometimes called a commitment to sustainability, or corporate social responsibility.

Specifically, this is the goal of the research today - to review two initiatives that we hope will help abundance show its commitment to sustainability.

We believe your point of view is vital in helping us meet our goal.

Right, let's get to the first initiative - we want to hear your thoughts! Don't worry, we'll give you full instructions on how we want to receive your comments and feedback in the next few pages.

We're calling the initiative 'A Sporting Chance'.

Click on Next to learn more about the idea.

Previous Next

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In addition to the goals being explicitly introduced in this way, they were further reinforced whenever possible, within the body text of subsequent slides. Both goal conditions were equally referred to in these subsequent slides (see Appendix A).

Thus, the normal versus sustainability goal (NG vs. SG) for engaging in the research and reviewing the marketing materials, represented the group goal manipulation.

With respect to the proposed main effects, the research then is a 2 (salience - high/low) x 2 (goal - normal/sustainability) between-subjects design.

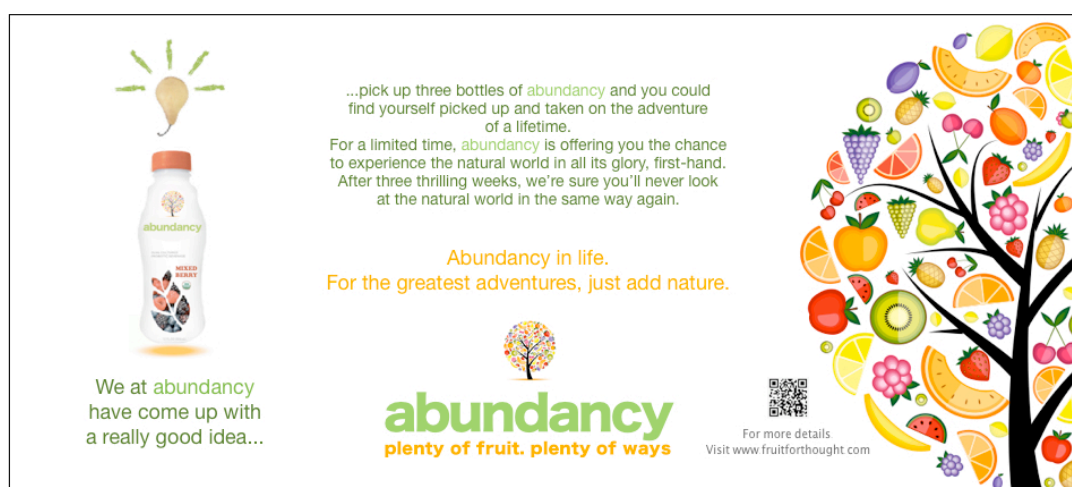
4.3.4 The initiatives

Two initiatives were presented to participants. To clarify, whilst specific sub-samples of participants received specific rationales for the initiative review process (i.e. either the normal goal, or the sustainability goal), all participants saw the same initiatives, in terms of description and possible artwork/concept boards. This was to ensure participants were responding to the exact same proposal stimulus in each case.

4.3.4.1 Initiative 1: 'Just Add Nature'

The first launch initiative related to the natural world. The initiative involved offering consumers of the soft drink the chance to enter a contest to win a holiday to a remote and exciting part of the world, and was called *Just Add Nature*. The launch marketing materials are shown in Figure 34.

Figure 34. Initiative 1 concept board - Just Add Nature



In the case of the normal goal condition, participants were told the rationale for the initiative was offering consumers great experiences, and one such experience is enjoying the natural world. For the sustainability goal condition, the rationale focused on how few people get to witness and appreciate the natural world, and as such, the brand was committed to providing that opportunity for all (see Figures 35 and 36).

Figure 35. Initiative nature - normal goal rationale

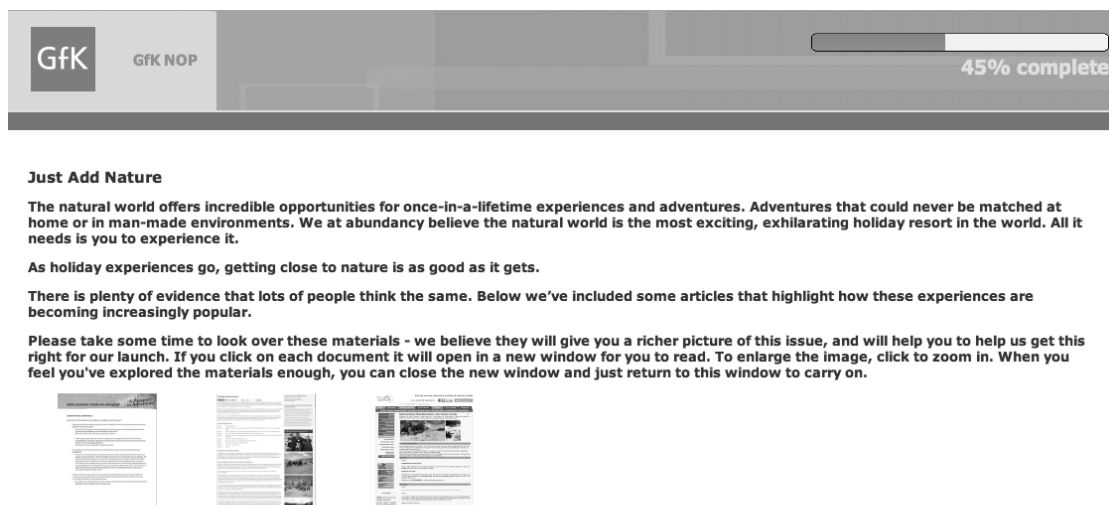
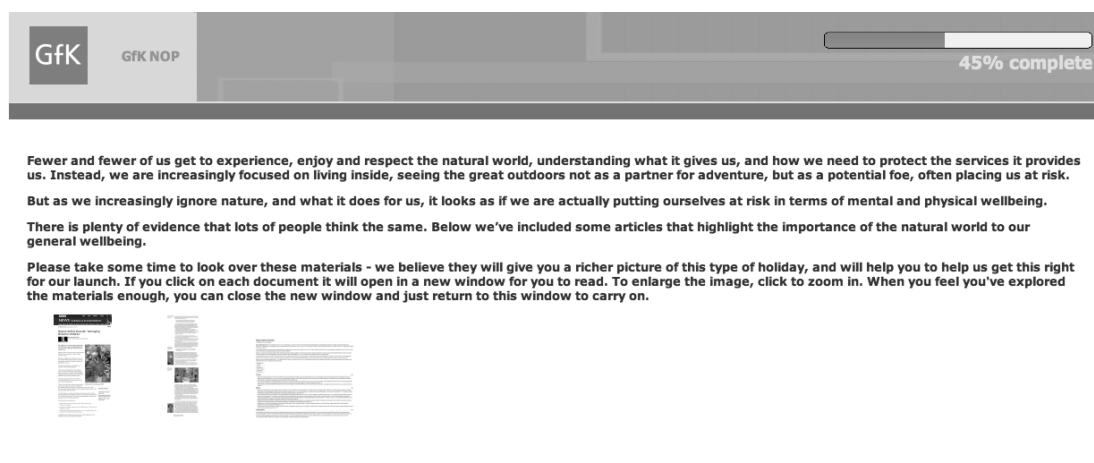


Figure 36. Initiative nature - sustainable goal rationale



To further improve face and external validity (and to provide an additional measurement for PSB1), a series of externally sourced articles were presented to participants in each goal condition. These articles were selected to specifically support or justify the proposed rationale for the initiative, in each goal condition.

For the normal goal condition, regarding the *Just Add Nature* campaign, the articles were as follows:

1. A screen shot of a consumer trends report (see Figure 60, Appendix C).
2. A screen shot for adventure bike holidays website (see Figure 61, Appendix C).
3. A screen shot for white water rafting holidays website (see Figure 62, Appendix C).

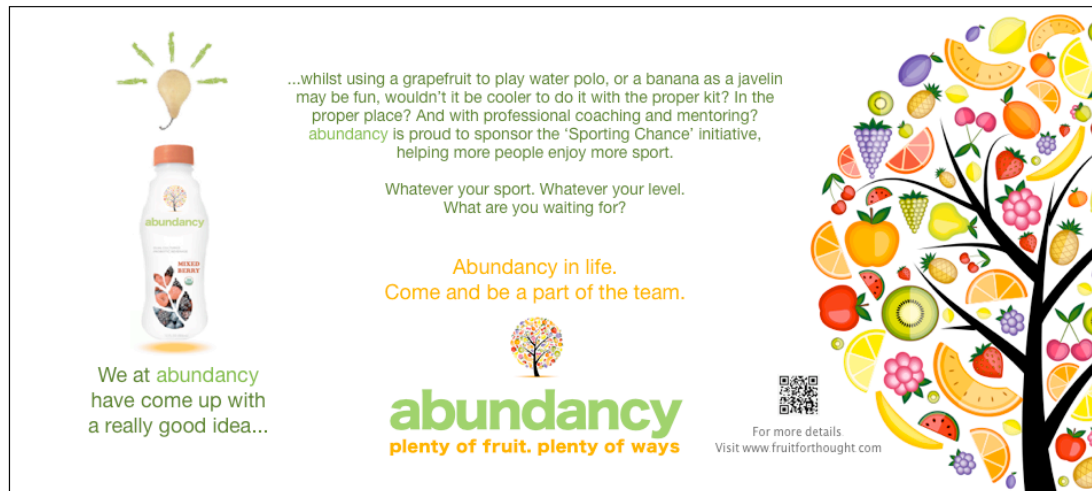
For the sustainability goal condition, regarding the *Just Add Nature* campaign, the articles were as follows:

1. A screen shot for a BBC news article on Nature Deficit Disorder within children (see Figure 63, Appendix C).
2. A screen shot for a National Trust forward on children engaging with nature (see Figure 64, Appendix C).
3. A screen shot for the Wikipedia entry for Nature Deficit Disorder (see Figure 65, Appendix C).

4.3.4.2 Initiative 2: 'Sporting Chance'

The second initiative related to sports, health and social interaction, and was called *Sporting Chance*. Specifically, it focused on encouraging people to engage in team sport (rather than just exercise), giving a number of reasons for such engagement. Once again, whilst both goal condition groups received a goal-specific rationale for the potential launch initiative, the initiative itself was identical in both conditions (see Figure 37).

Figure 37. Initiative 2 concept board - Sporting Chance



For those in the normal goal (NG) setting, the rationale for the initiative focused on the *personal benefits* from engaging in team sports, such as social and professional networking opportunities and career progression. For those in the sustainability goal (SG), the rationale presented focused on *other benefits*, helping inner city residents get access to a wide range of sports, for both social and health benefits (see Appendix A for further details).

Normal Goal Rationale:

If there is one thing the Olympics showed us in 2012, it's that sport is a great part of life. It provides opportunities to build friendships, learn skills and share in incredible moments of 'togetherness'. Playing sport can be an exhilarating experience, can be addictive, and can even be a career. Team sport can also improve your broader career prospects, through creating new friendships and networks.

Whether you play to win, or love the camaraderie, sport is undeniably one of life's great experiences.

Sustainability Goal Rationale:

If there is one thing the Olympics showed us in 2012, it's that sport is important to us: important for engaging with our loved ones, colleagues and neighbours and important for the effective functioning of our communities, and society as a whole. Away from the Olympics, sport is proven to be a major contributor to physical and mental long-term health. To be clear, we're not talking about going the gym (although training is important) but the benefits of physical exercise in a team environment.

Exercising with other people who share a similar goal (or who want to score a goal!) is good for us, both physically and mentally.

Once again, the Sporting Chance initiative was supported by three external pieces of internet-based content, with the three pieces supporting the specific rationale in each case.

For the normal goal condition, the articles were as follows:

1. A screen shot of an online article on teamwork and personal success (see Figure 66, Appendix C).
2. A screen shot of an online article on the benefits of teamwork in sports (see Figure 67, Appendix C).
3. A screen shot of an online article regarding the benefits of adult sport leagues (see Figure 68, Appendix C).

For the sustainability goal condition, the articles were as follows:

1. A screen shot of an online article on the benefits of team sports for children (see Figure 69, Appendix C).
2. A screen shot of a newspaper article on post-Olympics legacy for youth (see Figure 70, Appendix C).
3. A screen shot of an online article discussing the social benefits of team sports for children (see Figure 71, Appendix C).

To summarise, the choice of a fruit-based soft drink, together with the specific initiatives that focused on sport and the natural world, were selected to aid the validity of both of the goals for the research. More specifically, the initiatives were created, so that in the sustainability goal setting, one initiative would be valid for a more environmental oriented marketing effort (Just Add Nature), and one for a more socially oriented effort (Sporting Chance). To reiterate, although specific goals were explicitly stated in the two goal conditions, all participants were exposed to the same two initiatives in terms of description and artwork.

4.3.5 Private vs. public actions

Despite the research design attempting to prime a novel social category (through group membership, and group goal), it is important to explain that participants' behaviours within the research are private. That is to say, no other members of the research group are able to observe their behaviours (with the exception of the research firm, which notionally would be able to observe certain prosocial behaviours such as propensity to buy the brand and to give time to the charity consortium). This is considered an important point, since in the majority of extant experimental research on group formation and intra- and inter-group behaviours, across a wide variety of social identity contexts (e.g. Asch, 1956; Ellemers et al., 1999; Levine et al., 2005; Zimbardo, 1969), the focus is on public behaviours (more specifically, behaviours that are public to the in-group and possibly an appropriate out-group). However, parallel experimental literature in normative behaviours (e.g. Goldstein, Griskevicius, & Cialdini, 2011; Schultz, Nolan, Cialdini, Goldstein, & Griskevicius, 2007; Smith, Louis, & Schultz, 2011; K. White & Simpson, 2013) provides support for such behaviours taking place even in private environments.

Participants are also anonymous (even where identified, they believe, by a token group number, within the high group salience condition)¹⁴. Such anonymity is important, both for the de-personalisation process (see Section 2.5.4.1), but also for potentially controlling for social desirability bias. Regarding the latter, empirical research has shown increasing anonymity within online surveys reduces the incidence rate of social desirability bias (Joinson & Woodley, 2007; Joinson, 1999).

As such, and considering the potential contribution to practice that could emerge from knowing such 'socially-influenced' behaviours can occur without social observation, the proposed research design allows participants to engage in the prosocial behaviours within a private context and without such observation.

¹⁴ This is a condition of all panel research undertaken by the research partner, GfK.

4.4 Research protocol and delivery

The research was delivered in partnership with the UK technology division of the global market research firm, GfK (GfK NOP Technology, UK). Specifically, GfK's survey platform was used, which entailed participants working through each page of instructions, and where confirmation of the completed tasks on each page were required, before being able to proceed. The survey was presented as a GfK survey, thus providing a tested, and identifiable user interface and experience, so further contributing to both face and external validity.

On agreeing to participate within the research project (see participant selection within the data collection section below; 4.7.3), participants first undertook the creativity and lateral thinking pre-tasks (see Appendix 2)¹⁵. Once completed, approximately half of the sample was then randomly allocated to the high group salience condition, as described. Both sub-samples were then introduced to the brand via the descriptions of proposition and positioning, and via the concept-level artwork (see Figures 27, 32).

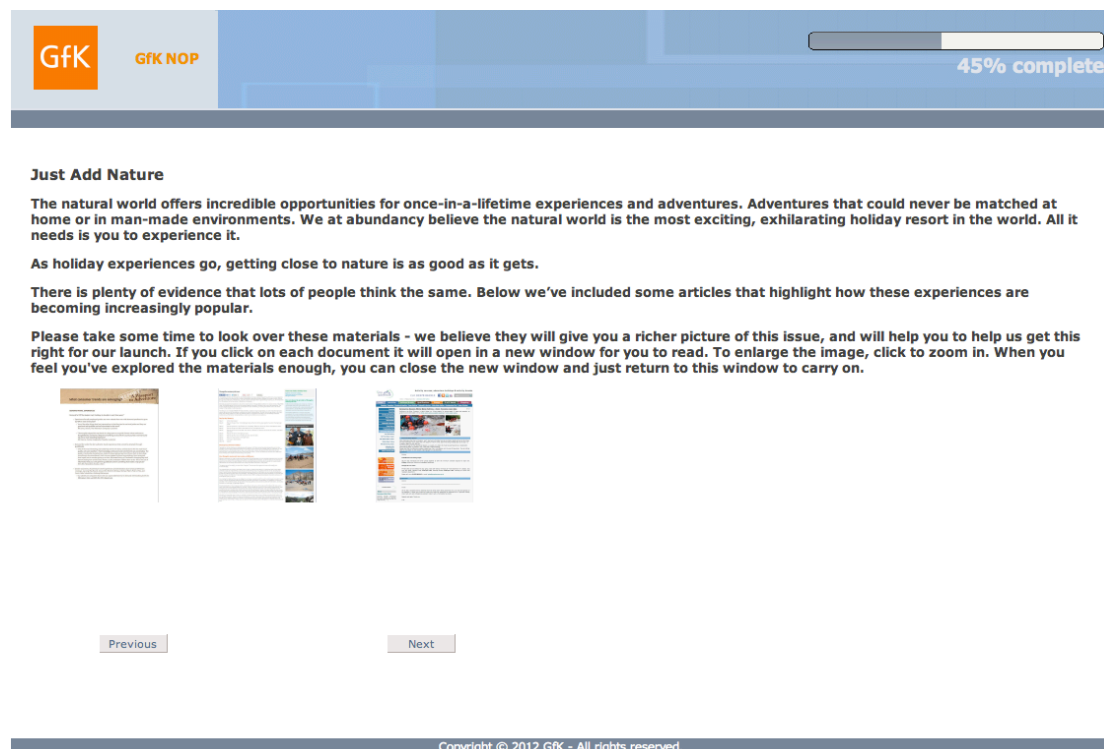
Prior to reviewing the first initiative, all participants were reminded of the twin objectives of the brand regarding proposed positioning. At this point, the full sample was then equally sub-divided again and introduced to the specific goal of the research, and by association the group. For those in the normal goal condition, the instructions explained that the purpose of the research was to refine a launch strategy that supported and reinforced the brand's commitment to great consumers experiences. For those in the sustainability goal condition, the instructions explained that the purpose of the research was to refine a launch strategy that supported and reinforced the brand's commitment to sustainability and sustainable and healthy lifestyles. To reiterate, it is proposed that these goals for the brand became, by association, the goals of the specific research groups, since each group was engaged in order to aid the

¹⁵ Participants were also asked for an estimate of their typical daily workload (in terms of hours worked per day) as a measure for propensity to commit time to online tasks. These data were collected as a potential covariate for certain behaviour measures. Further, it was asked at this juncture to also add validity to the survey instrument evaluating the outcomes of the creativity and lateral thinking tasks in near real-time.

brand reach its goal. As such, it is proposed there was goal congruence between the group members, the group and the brand (cf. White & Argo, 2011).

Once allocated to both the group and goal condition, participants were then introduced to the first initiative. A short piece of text was presented to introduce and justify the focus on the initiative area (in line with the brand goal already established), and participants were then made aware of three pieces of independent copy that further supported the specific rationale. The three pieces of supporting literature were presented as thumbnail images on the page of the survey (see Figure 38), and participants were encouraged to click and open each PDF in order to better understand the brand's focus on the specific initiative. If clicked on, the PDF opened in a fresh browser window, allowing for easy navigation back to the main survey instrument. Unlike the protocol on all other pages (where all tasks had to be completed in order to progress) participants were not mandated to open all (or any) of the PDFs, and could proceed to the next section of the survey at any time.

Figure 38. Supporting materials for initiatives



Having reviewed the rationale, preliminary artwork and independent support for the initiative, participants in the low group salience condition (LGS) were then asked to provide feedback on the proposed initiative via an open-ended dialogue box. For those in the high salience condition (HGS), prior to offering their own feedback, they were offered the opportunity to post any queries they had about the initiative. The survey instrument explained that any queries posed would then be shared with other members of the '20/20 group' in an attempt to help clarify before giving the definitive feedback. This aspect was included in order to justify a subsequent page for the high salience members that revealed a series of apparent queries raised by other members of the group, and the option for the focal member to provide their comments in an attempt to resolve these queries (see Figure 39). As such, the device was to further prime group membership prior to giving feedback on the initiative. Those in the low group salience condition had no such option.

Figure 39. Example of HGS queries prior to review



20-20
The Creative Vision Group

Others from The 20/20 Group have raised some queries, or made some preliminary comments - see below. Maybe you can help?

If you think you can help answer or clarify, you can reply via the text box underneath each query. Whatever you can add will go back to the other 20/20 members, and may help them give more informed feedback on the initiative.

Once you have submitted any responses, please click Next.

If you do not wish to respond to any of the queries, please just click NEXT to proceed to the next page.

<p><i>'How many sports will the initiative offer? Should it be just the 'normal' sports, or what about offering more unusual sports?'</i> 20/20 Group Member 8 posted 26 minutes ago</p> <p>20-20 The Creative Vision Group</p> <input type="text"/>	<p><i>'How long will the sponsorship last? A year? Two years? What is the current view? Would be awful to leave people "dangling" after their try-out.'</i> 20/20 Group Member 14 posted 32 minutes ago</p> <p>20-20 The Creative Vision Group</p> <input type="text"/>
<p><i>'Is this sport for young people/children even? Or could it be open to older people - even senior citizens? I'd like to hear what others think before committing to a more detailed response!'</i> 20/20 Group Member 3 posted 22 minutes ago</p> <p>20-20 The Creative Vision Group</p> <input type="text"/>	<p><i>'What happens when abundance withdraws?'</i> 20/20 Group Member 6 posted 24 minutes ago</p> <p>20-20 The Creative Vision Group</p> <input type="text"/>
<p><i>'What about equipment? Am not sure many people can afford the kit? What about abundance supplying access to that as well?'</i> 20/20 Group Member 15 posted 33 minutes ago</p> <p>20-20 The Creative Vision Group</p> <input type="text"/>	<p><i>'How about improving actual facilities - pitches courts, lighting etc - is this something that can be considered? Or is it just the sports activity?'</i> 20/20 Group Member 5 posted 23 minutes ago</p> <p>20-20 The Creative Vision Group</p> <input type="text"/>

Previous Next

Having offered feedback on the first initiative, all groups were then asked how likely they would be to buy the brand, based on its running of this initiative (see Appendix 4). Participants would then proceed to the second initiative. To reiterate, initiative order was reversed for half of the participants in each of the four experimental cells in order to control for any subject matter or focus bias that may have existed within the participants.

4.4.1 The out-group - The Charity Consortium

Importantly, prior to reviewing the second initiative, all participants were made aware of a distinct out-group, namely a number of charities that had provided input to the brand team for the creation of the initiative, and that was considering running a similar initiative, possibly in conjunction with the focal brand.

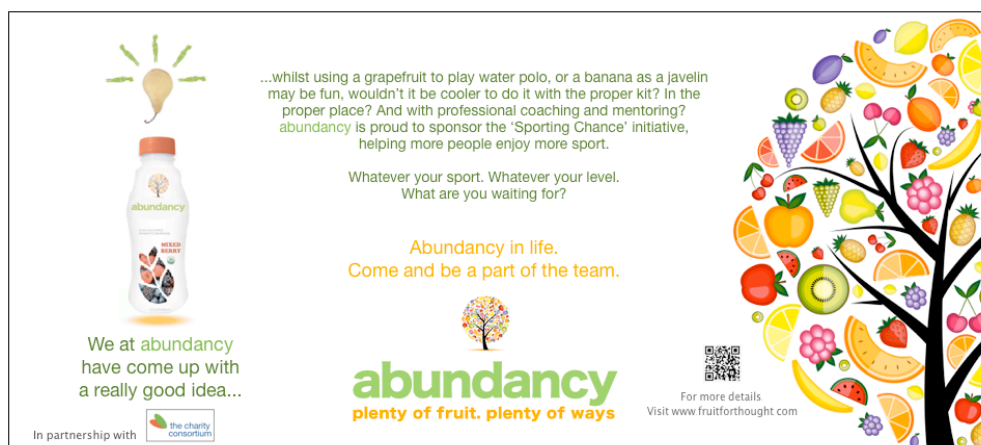
This group of charities was called *The Charity Consortium*, and was introduced via a separate screen icon (see Figure 40). Specifically, the consortium was introduced as consisting of a number of charities that were similar to genuine charities that are active in the space relating to the second initiative presented (see Appendix A for exact wording). For the *Sporting Chance* initiative, the consortium was described as consisting of charities similar to Access Sport, the Youth Sport Trust and SportsAid UK. For the *Just Add Nature* initiative, the consortium was presented as consisting of members similar to the WWF, The National Trust, and Outward Bound Worldwide (see Appendix A for more details).

Figure 40. Charity Consortium icon



Having introduced the consortium, its icon then appeared within the proposed artwork for the second campaign initiative (see Figure 41).

Figure 41. Second initiative showing Charity Consortium contact



In all four conditions, participants were made aware of the charity consortium and its interests in pursuing a similar campaign (possibly in conjunction with the brand). As such, this out-group was presented as sharing a common ambition or objective as a means to priming possible out-group collaboration (cf. Gaertner et al., 1993, 1990; Hornstein, 1972; Rabbie & Horwitz, 1969; Sole et al., 1975).¹⁶ Participants then reviewed the second initiative and responded to the question relating to propensity to buy the brand, should it run the initiative. Participants were then asked to express a commitment (of time) towards the Charity Consortium out-group (see Section 4.5.2.3).

Participants were then asked a final battery of questions that captured additional dependent variable measures, indirect effects and manipulation checks (see measurement section below). Finally, participants were asked standard survey satisfaction questions included in all GfK instruments (such as ease of use, interest and duration; see Appendix A), were thanked for their time and told they would be contacted shortly in order to confirm payment details in return for their contribution.

The overall research and design protocol is shown in Appendix A.

¹⁶ For more information on this potential inter-group collaboration effect, please see the Section 3.2.2.2 regarding additional manipulations and measurements, specifically Group Inclusiveness.

4.5 Measurements

4.5.1 Manipulation checks

4.5.1.1 Group salience

Group salience was measured via three manipulation check questions. These questions addressed three specific features of the group which it is proposed added to its 'potency' (Glass, 1964), namely: a knowledge of its existence, and one's membership of it (awareness); specific capabilities of those within the group (consistency); and its contribution to helping complete the task (diagnosticity). Responses were measured via a 7-point Likert scale (1=Completely Disagree, 7=Completely Agree). See Appendix D for further detail.

4.5.1.2 Group goal

Group goal was measured via three manipulation check questions. These questions used a 3-point semantic differential scale in an attempt to avoid social desirability bias (Fisher, 1993). Each question asked the participant to select from two opposing options in order to most accurately complete a sentence with respect to the aims of the research. In each instance, the questions presented the two goals of the research, namely: great consumer experiences vs. social and environmental responsibility; consumer fun vs. responsible living; a commitment to sustainability vs. a commitment to consumers.¹⁷ A third question focused on whether the brand's commitment was to sustainability or to its consumers. This had initially been included to reflect the self-benefit (normal goal) vs. other-benefit (sustainability goal) nature of the two goals.

¹⁷ There was initial concern that this third question lacked face validity, as it potentially mixed levels of abstraction. However, it was accepted within piloting.

4.5.2 Prosocial behaviours

Three distinct prosocial behaviours were focused on within the research, and each was measured in different ways.

4.5.2.1 Prosocial behaviour 1

Prosocial behaviour 1 (PSB1) represented the giving of time as a specific resource to others within the group; specifically the time participants were willing to give to the brand (in order to help its potential launch success). This was measured principally by the time participants took to complete the survey (measured in seconds). More specifically, 'in' and 'out' time markers were placed at various points throughout the survey instrument. These allowed for a more accurate measure of time taken, for example from the point that participants were aware they were allocated to the high group salience condition, and taking into consideration that, at one point of the survey (prior to initiative feedback), those in the high salience condition were served an additional slide of information.

In addition, a second measure of 'time to others (brand)' (PSB1) was captured, namely the time participants took to read the supporting materials for each of the presented initiatives. To reiterate, three separate pieces of either editorial or commercial material were introduced to participants in the form of PDF thumbnails on the initiative introduction page. Participants could then click on each of these thumbnails, and the full article would open in a new browser page. The dwell times on these new browser windows was then measured, with the out-point determined by the moment the participant clicked on the 'proceed' button on the original initiative introductory page. As such, this timing captured the aggregate time each participant spent reading the supporting materials for each initiative.

4.5.2.2 Prosocial behaviour 2

Prosocial behaviour 2 (PSB2) represented the giving of money as a specific resource to others within the group; specifically the expressed commitment to buy the brand based on its proposition and positioning and were it to run the initiatives as described. This prosocial behaviour was measured via the 'willingness to buy the brand' item placed immediately after the review section for each of the initiatives, and used a 7-point Likert scale (1=Definitely would not buy, 7=Definitely would buy).

4.5.2.3 Prosocial Behaviour 3

Prosocial behaviour 3 (PSB3) represented the giving of time as a specific resource, to others outside of the in-group. Specifically, this behaviour involved the giving of time to the charity consortium (which was introduced in conjunction with the second initiative in each condition). Participants were told that the consortium was considering running a similar initiative, and were offered the option to engage in further research, but this time directly with the charities involved¹⁸. Various further research options, where participants could give their time to this consortium, were presented, with each showing an estimated time commitment. These commitments ranged from 'no thanks', through to further research taking up to two hours. Participants were asked to select a single preference (see Figure 42).

¹⁸ This is considered a prosocial behaviour, since it expends a personal resource, and the giving of time in this context could be perceived to help the charity consortium better gauge whether or not the initiatives would be an appropriate use of their limited resources.

Figure 42. Time to others outside the group (PSB3) options presented to participants

No thanks, I'm not willing to help the charities further.		A
Yes, I'm willing to help the charities further, by taking part in an online survey	10min duration	B
Yes, I'm willing to help the charities further, by taking part in a more detailed online survey	20min duration	C
Yes, I'm willing to help the charities further, by taking part in a telephone interview	30min duration	D
Yes, I'm willing to help the charities further, by taking part in a face to face interview	40min duration	E
Yes, I'm willing to help the charities further, by taking part in a focus group	60min duration	F
Yes, I'm willing to host a focus group for the charities in my home	120 minutes	G

4.5.3 Brand attachment

Within the extant literature, brand attachment (Park et al., 2010) is conceptualised as having two components, namely: the brand-self connection (referring to the link between the individual and the brand); and brand prominence (referring to the ease with which the brand comes to mind). Considering the setting for this research, brand prominence is discarded as a component (and as such, is not measured), since the brand is already top of mind for participants, through the experimental design. This decision to ignore the prominence component was validated through pre-testing. Moreover, Park et al. (2010) argue for brand prominence as a construct to control for brands that do not easily come to mind for consumers (and so are not biased in consumer responses). In this instance, due to the experimental design, it is argued the brand attachment construct and its measurement becomes more parsimonious, since the experiment naturally controls for this brand prominence factor. Consequently, brand attachment is measured via the two brand-self connection questions (Park et al, 2010). An 11-point Likert scale is used (1=Not at all, 11 = Completely; Park et al, 2010). See Appendix A for more information.

4.5.4 Social identification

To reiterate, social identification describes the psychological commitment made to the group, and as such is distinct from the conceptualisation of group salience, which focuses instead on a more superficial level of membership, or allocation to, the group. More specifically, there is empirical support for social identification consisting of three distinct components, namely: a cognitive component (the rational self-assignment to the group - self-categorisation); an affective component (an emotional attachment to the group - affective commitment); and an evaluative component (the esteem gained from the group - group-based self-esteem) (Bergami & Bagozzi, 2000; Naomi Ellemers et al., 1999). As such, although the individual components of social identification are not primarily addressed within this research, the scale developed by Ellemers et al (1999) is used as a basis here.

The original scale consists of 10 items (Self Categorisation - 3 items; Affective Commitment - 3 items; Group-based self-esteem - 4 items; see Appendix D). However, one item was removed from the affective commitment measurement, namely 'I would rather belong to the other group'. This item was removed for face validity reasons, since not all participants were aware of the existence of multiple groups. It was only those participants in the high group salience setting (HGS) who knew they were separate from the main group engaging in the research. In addition, minor language changes were made to some of the items to reflect the specific nature of the experiment. Specifically, the original scale was used to gauge identification with a social group when participants knew that the group was central to the experiment (indeed, this focus on the group and its formation has led to arguments that it places a disproportionate degree of attention on the group itself, and so reduces the external validity of the results). However, in this instance, it was important that participants believed the focus of the research lay elsewhere, in order to strengthen external validity. As such, one item within the self-categorisation measurement was amended to refer to 'this process' (i.e. the research process that has just concluded), and to refer to an identification having taken place as opposed to being on-going (i.e. to reflect the fact that the group had now been disbanded; see Appendix A). In both

cases, it is argued this modification reflects the temporary and novel nature of the social category with which the participants are identifying, and as such the changes are considered valid. There were no face validity concerns raised within the pre-test.

Social identification, then, was measured via a 9-item scale (adapted from Ellemers et al, 1999), with each item consisting of a 7-point Likert Scale (1=Strongly Disagree, 7=Strongly Agree). See Appendix E for more details.

Finally, it should be clarified that the group salience manipulation check items were presented alongside the social identification items (see Appendix E). Whilst it is recognised that manipulation checks should typically run post dependent variable measurement, the decision to combine these measurements was made to ensure a more accurate measurement of whether the central manipulation (i.e. group salience) was working. That is to say, if run after the social identification items, the concern was that these items would in themselves prime the existence of a group for all participants, and the effect of the group salience manipulation would be obfuscated, potentially resulting in a Type II error with respect to manipulation success. That is to say, the manipulation could have been functioning well, but it would have been difficult to gauge, due to the check items being biased subsequent to the experiment. As such, the manipulation check items were interspersed with the self-categorisation items of the social identification scale (see Appendix E for more detail).

4.6 Additional manipulations and measurements

Whilst not recorded within the conceptual model presented within the main body of results, it is considered appropriate to introduce and discuss two constructs that were initially included within the model development and were reflected in the research design. Despite their omission or marginalisation, these constructs (one independent variable, one dependent variable) are worthy of reflection since they relate to important aspects of the informing theory to the research. Further discussion regarding their omission or marginalisation, and their potential revisiting in further research, is undertaken in subsequent chapters (see Chapter 6).

4.6.1 Group inclusiveness

As introduced within the literature review chapter, and discussed subsequently within the conceptual model development, the phenomenon of out-group derogation is considered important in the context of this research; more specifically, that priming group membership for consumers could result in potentially hostile and damaging behaviours towards out-groups. This is considered particularly important considering the tendency for negative social reaction to group behaviour research; a theme identified within the literature review chapter (cf. Le Bon, [1897] 1947; Reicher, Spears, & Postmes, 1995; Zimbardo, 1969; Section 2.5). This research would not, of course, have such exposure. However, considering the personal rationale for undertaking the research - namely to provide insights and potentially tools for business en masse to engage consumers in more sustainable behaviours - this potentially negative effect is considered relevant. In order to explore this phenomenon further in the context of consumer groups, a third manipulation was originally proposed, namely *group inclusiveness*.

In this context, group inclusiveness is defined as the acceptance of others beyond the in-group. Extant literature focuses on elaborations of the contact hypothesis (Allport, 1954) to increase intergroup cooperation (e.g. Brewer, 1979; Escalas & Bettman, 2003; Gaertner, Dovidio, Anastasio, Bachman, & Rust, 1993; Gaertner et al., 1990; Koschate & van Dick, 2011). More specifically, the literature proposes this acceptance of others occurs through three distinct processes. First, the salience of a superordinate category can be primed (thus resulting in initial in-group members identifying with this superordinate category, alongside those who had originally been members of the out-group; e.g. Levine et al., 2005). Second, members of the in-group can identify with specific out-groups through some shared characteristic: opinion (Sole et al., 1975); fate (Rabbie & Horwitz, 1969); or threat (Burnstein & McRae, 1962; Hornstein, 1972). Third, members of the in-group can be primed to re-categorise themselves as individuals, rather than as group members, and so establish not inter-group links, but interpersonal links with those in the out-group (cf. Reicher et al., 1995). That is to say, the group is dismantled in some way.

It is proposed that these routes highlight a conceptual distinction regarding the antecedents to intergroup cooperation. The first takes the position that the group itself *expands* its boundary (to include the out-group), whereas it is proposed the second takes the position that the group accommodates out-group members when defined by certain criteria (fate, opinion or threat) i.e. the boundary remains *fixed*, but certain 'gates' are opened to accommodate these out-group members. The third proposes the group ceases to exist for the purposes of cooperation.



If this distinction is valid, then it prompts a question regarding the most effective way to encourage intergroup cooperation, namely: should the initial group be highly salient and homogenous, with clear criteria for membership and a well-defined boundary, or should it be more diffuse and heterogeneous, with less clear criteria for membership, and a more fluid boundary? The argument for the latter would seem to support the first and third potential routes to group inclusiveness or intergroup cooperation, in that moving (or removing) the group boundary should be easier when it is already fluid. However, the argument for the second route is supported via a more clearly defined (and exclusive) initial in-group, since a clear initial in-group makes it easier to identify and respond to shared traits with the out-group. Expressed informally, if you know what your group stands for, then it is easier to identify such similarities with other groups.

To explore this phenomenon - and specifically the antecedents to group inclusiveness - the research was originally to include a second 2x2 between-subjects design, namely 2(Group Salience - high/low) x 2(Group Inclusiveness - high/low). This manipulation was to be carried out solely within the 'sustainability goal' condition. Group inclusiveness was to be manipulated by giving participants a greater degree of contact with the charity consortium members. More specifically, those participants within the high inclusiveness setting were presented with additional contact opportunities after the consortium had been introduced, and before they provided feedback on the second initiative. This took place in a similar format to the presentation of other 20/20 group member queries for the high salience condition participants: prior to reviewing the initiative, high inclusiveness condition participants were informed that employees and

volunteers of charity consortium had certain questions regarding the initiative, and if the focal participants were able to resolve these queries, then it was likely the charity consortium would make a more informed decision as to whether to proceed with the initiative or not (see Appendix E for the exact wording presented to participants in this condition).

The subsequent survey page then showed a number of queries, attached to thumbnail images of the charity workers who, it was claimed, had raised the query in question.¹⁹. All participants within the high group inclusiveness condition received the same page, with the same queries and photos. It is proposed the photos (candid thumbnails, rather than more formal portraits) contributed to the perception of contact with the out-group (e.g. Paluck, 2009). As per the high group salience condition, each query had its own dialogue box, next to the photo of the worker. Again, this was established in order to further reinforce the impression that any feedback would be sent directly to the individual involved, so strengthening the perception of contact. This high inclusiveness condition contact page is shown in Figure 43.

Figure 43. Charity Consortium contact page

  <i>'How many sports will the initiative offer? Should it be just the 'normal' sports, or what about offering more unusual sports?'</i> Nikki W. <div data-bbox="272 1420 606 1512" style="border: 1px solid black; height: 40px; margin-top: 10px;"></div>	  <i>'How long will the sponsorship last? A year? Two years? What is the current view? Would be awful to leave people 'dangling' after their try-out.'</i> Matt P. <div data-bbox="887 1420 1220 1512" style="border: 1px solid black; height: 40px; margin-top: 10px;"></div>
  <i>'Is this sport for young people/children even? Or could it be open to older people - even senior citizens? Do you think getting older people back into sport is important too?'</i> Leonard H. <div data-bbox="272 1729 606 1821" style="border: 1px solid black; height: 40px; margin-top: 10px;"></div>	  <i>'What happens when abundance withdraws? Or should it never withdraw? Is that possible?'</i> Mike M. <div data-bbox="887 1729 1220 1821" style="border: 1px solid black; height: 40px; margin-top: 10px;"></div>

¹⁹ The thumbnail images were collated from the researcher's own photo library, and included images of his wife, friends and family etc. The images were candid shots, contributing, it is proposed, to a sense of increased contact. There are no copyright of privacy concerns raised by using the images.

The manipulation checks for group inclusiveness consisted of three items, and were as follows: 'how much do you relate to the employees and volunteers of The Charity Consortium?' (7-point Likert scale; 1=I feel very distant, 7= I feel very close); 'we are all in the same group' (7-point Likert scale; 1=Strongly disagree, 7=Strongly agree); 'we are all individuals' (7-point Likert scale; 1=Strongly disagree, 7=Strongly agree) (to identify the potential of 're-individuation' i.e. removal of the group altogether as a result of the manipulation). The final question presented the relationship between the participant and the charity workers via a series of increasingly overlapping circles, where the participant was one circle, and the workers the other. Seven options were given, and participants asked to select one combination. This visual technique to gauge intergroup closeness is supported within the literature on social identity measurement (Bergami & Bagozzi, 2000). See Appendix D for full details.

Although discussed in more detail within the subsequent results and discussion chapters, it is noted here that the group inclusiveness manipulation - as measured by the manipulation checks detailed - whilst showing mean responses in accordance with the proposed manipulation, failed to reach statistical significance. A full discussion with respect to why the manipulation may have failed is presented subsequently (considering the importance of the phenomenon). However, all subsequent analysis of the data relating to this manipulation was abandoned, and no results are presented in this regard.

4.6.2 Money to others outside of the group (PSB4)

Two consumer-controlled resources are identified as available for social exchange in the display of prosocial behaviours in this context (see section 2.3.4; Bagozzi, 1975; Bendapudi et al., 1996; Reed et al., 2007), namely time and money. The giving of both of these resources is identified and measured within the context of the in-group (time to others/brand, PSB1; money to others/brand, PSB2). Time to the out-group (PSB3) is identified and measured through participants' willingness to commit more

time to take part in similar but unrelated (to the brand) research, for the charity consortium members.

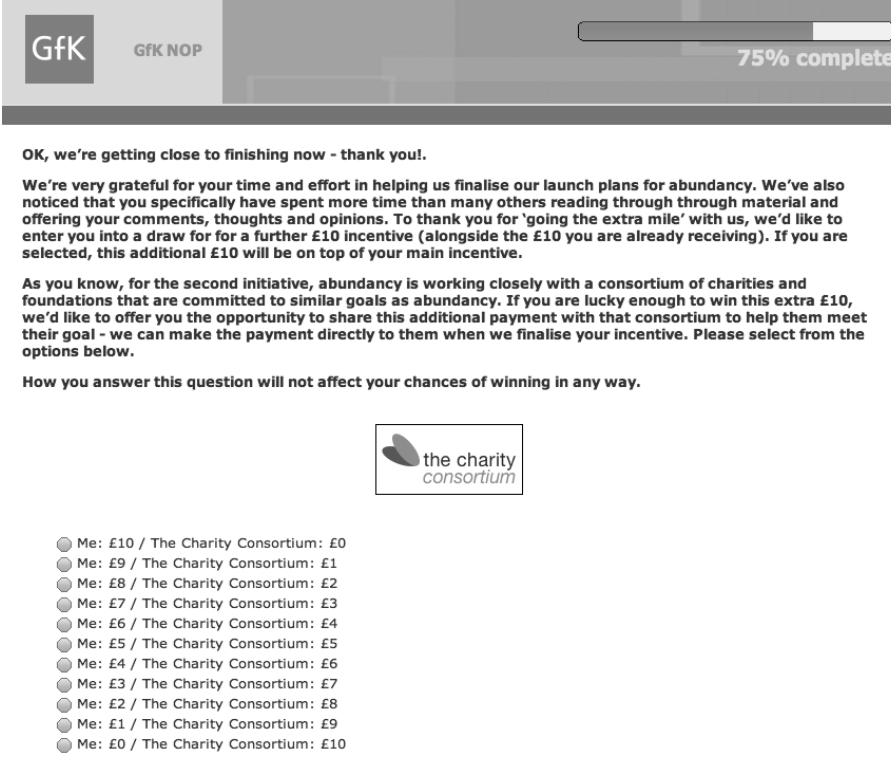
A fourth prosocial behaviour was also proposed, namely money to the out-group (PSB4). Specifically, this behaviour involved participants pledging a donation to the charity consortium members. Attempting to measure such behaviour presented a number of operational challenges. Initially, consideration was given to asking participants to pledge a proportion of their research incentive fee to the consortium. However, this was rejected amongst concerns over controlling for any endowment effect (Kahneman, Knetsch, & Thaler, 1991) as a result of asking participants to relinquish a proportion of specific monies that they felt they had justifiably (and just) earned. Discussion then turned to presenting participants with the option to exchange money they had not yet earned (thus potentially controlling for the endowment effect).

Considering the context of the experiment, this as yet unearned money was added to the survey by way of an additional incentive offered to participants. Specifically, all participants were told that they had been more diligent than the typical participant, in terms of time taken on the survey, and as such they were to be entered into a draw (with other similarly diligent participants) to win an additional £10 (on top of their incentive of £10). Presenting the chance to double their incentive payment was considered significant and noteworthy. Participants were then told that this prize draw would take place after completion of the survey, and that winners would be notified in the follow up email that discussed payment terms.

Participants were not told how many additional £10 prizes would be awarded, but the language used to notify them of their inclusion in the draw clearly implied a limited number of candidates, thus reinforcing the perception that winning was feasible. Having established the parameters of this additional payment, participants were then presented with the following statement: 'If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with (the charity) consortium'. Participants were then presented with a table of eleven options, scaling the additional £10 between the participant and the charities ('Me - £0, Consortium - £10; Me - £1, Consortium - £9 and so on). Participants were asked to

select one option from the table. They were told their choice (prosocial or otherwise) would not effect their chances of winning the additional money, and that if they did agree to share the additional monies with the consortium, should they win the amount agreed would be deducted from their overall incentive payment, and made to the charity consortium directly by the brand team and the research organisers (GfK UK). See Figure 44 for the information as seen by the participants.

Figure 44. Money to others outside the group (PSB4)




OK, we're getting close to finishing now - thank you!

We're very grateful for your time and effort in helping us finalise our launch plans for abundance. We've also noticed that you specifically have spent more time than many others reading through material and offering your comments, thoughts and opinions. To thank you for 'going the extra mile' with us, we'd like to enter you into a draw for a further £10 incentive (alongside the £10 you are already receiving). If you are selected, this additional £10 will be on top of your main incentive.

As you know, for the second initiative, abundance is working closely with a consortium of charities and foundations that are committed to similar goals as abundance. If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with that consortium to help them meet their goal - we can make the payment directly to them when we finalise your incentive. Please select from the options below.

How you answer this question will not affect your chances of winning in any way.



- ☐ Me: £10 / The Charity Consortium: £0
- ☐ Me: £9 / The Charity Consortium: £1
- ☐ Me: £8 / The Charity Consortium: £2
- ☐ Me: £7 / The Charity Consortium: £3
- ☐ Me: £6 / The Charity Consortium: £4
- ☐ Me: £5 / The Charity Consortium: £5
- ☐ Me: £4 / The Charity Consortium: £6
- ☐ Me: £3 / The Charity Consortium: £7
- ☐ Me: £2 / The Charity Consortium: £8
- ☐ Me: £1 / The Charity Consortium: £9
- ☐ Me: £0 / The Charity Consortium: £10

Again, whilst a more detailed discussion with respect to this prosocial behaviour will be undertaken in subsequent sections, it is noted here that any findings reported are considered highly tentative due to complications with respect to operationalisation. Specifically, despite positive feedback from the technical and initial pilot work (see Section 4.7.1), it is concluded the hypothetical, conditional and future nature of the context led to complications with respect to participants understanding and trusting the process suggested. This was potentially heightened by the behaviour being

prompted towards the end of what was already an unusual and complex survey instrument. To reiterate, considering the importance of this behaviour in the context of the out-group, further consideration will be given to this (with respect to operationalisation and measurement) within the discussion chapter.

4.7 Data collection

Data was collected in collaboration with GfK UK, and their technology and media department. Specifically, GfK UK provided financial and logistical support in the form of hosting the survey on their established platform, recruiting and screening all participants from their established panel providers, ensuring sufficient completes and providing all data within a single SPSS data file. GfK UK supplied client services and technical expertise (re' coding the survey) at no charge, and met all incentive costs for participants.

However, given the complexity of the experimental design, and considering the ambition of priming a novel social identity within a field experiment and using a fictitious brand, a number of pilots were undertaken prior to main data collection. This piloting process is now discussed.

4.7.1 Conceptual and technical pilots

Prior to building the survey instrument with GfK UK, an initial 'concept' pilot was run. This was considered appropriate, considering the complexity and scale of the proposed research. This initial pilot was carried out with three colleagues (marketing faculty) within Cranfield School of Management, and was delivered in paper form, with those involved marking hard copies of the survey. Those involved were fully aware of the ambitions of the research, and the manipulations involved, as they were all either formally or informally involved in the researchers panel. As such, their involvement was to assess aspects of internal validity i.e. construct validity and face validity, and to reflect on aspects of external validity i.e. ecological validity.

Regarding the latter, particular attention was given to the development of the experimental brand and the associated marketing materials, along with the initiatives proposed.

From the first pilot a number of elements within the research design were modified. Most notable of these modifications was the further priming of the group, in the high group salience condition. This involved larger '20/20' icons, and more explicit language within the copy of the survey. Manipulation checks for group salience were also moved (to avoid the potential incorrect measurement of group membership as a result of the immediately previous measures of social identification - see Appendix A). All other changes as a result of this first technical pilot involved language revisions in order to make the instructions clearer for participants, and to make the overall survey more efficient and succinct. In addition, it was noted that there were concerns the duration of the survey would result in many incompletes. Initial technical pilot reviewers recorded completion times in excess of 90 minutes. However, it was proposed completion times via a paper and pencil copy would most likely be longer, and that those involved at this stage were most likely committing more time to the task more than actual participants, since they were aware of, and critically evaluating, the ambitions of the survey instrument.

Following these changes, a full technical pilot was run, with the full instrument installed on the GfK research platform. Those involved with the paper and pencil took part in this second pilot, alongside three members of the researcher's PhD programme cohort. Once again, all participants were fully aware of the ambitions of the research. This allowed for each condition and its specific survey instrument to be reviewed, namely: Low Group Salience/Normal Goal (LGS/NG); High Group Salience/Normal Goal (HGS/NG); Low Group Salience/Sustainability Goal (LGS/SG); High Group Salience/Sustainability Goal (HGS/SG); Low Group Salience/High Group Inclusiveness (sustainability goal) (LGS/HGI); High Group Salience/High Group Inclusiveness (sustainability goal) (HGS/HGI). Minor text revisions and image corrections (formatting, colours etc.) were made based on feedback from this pilot.

4.7.2 Pilot 1

Following this full technical pilot, a number of students from Cranfield School of Management's Masters in Strategic Marketing were recruited to complete the survey. Specifically, two groups were selected (the two streams of the MSc programme). Each group was presented with a cover story towards the end of a taught session, explaining that their input was sought as a market research firm and one of its clients (an fmcg company) was looking for feedback on initiatives for a new soft-drink launch. It was explained (by their course tutor) that they had been selected since, as marketing students, they may have more insight to offer the market research company and its client. After the cover story was presented, the group remained in the lecture theatre to complete the survey. Despite sitting in a lecture theatre, it was asked that the students did not consult with each other. Either the session lecturer or the researcher remained in the theatre whilst the survey was completed in order to answer any queries and to ensure participants abode by the no consulting request.

In total, N=40 participants completed variations of the survey. Participants across both student groups were equally allocated at random to the initial six conditions: LGS/NG, n=5; HGS/NG, n=8; LGS/SG, n=8; HGS/SG, n=7; LGS/SG/GI, n=8; HGS/SG/GI, n=4 (N=40 across all conditions). Considering the primary purpose of this pilot was to test manipulations, the 'reverse' versions of the survey (where potential launch initiatives are reversed in order to control for any bias towards initiative focus and subject matter), were not run.

The two groups completed the survey three days apart, with the first group asked not to explain to the other group the contents of the survey or the purpose (the cover story). Data were collected via GfK and delivered in SPSS.

Most notably, initial analysis of these data showed the group salience manipulation had failed. Moreover, the high and low salience conditions not only failed to record a statistically significant difference in means, but the means were contrary to the proposed effect. That is to say, the high salience group recorded lower levels of group

awareness and membership than the low salience group. However, upon reflection, it was recognised that the student sample, the cover story presented and the environment in which the survey was completed all most likely contributed to this effect. First, the participants were all students completing a Masters programme in marketing. As such, a strong social category and identity was already primed, namely: marketing student. This identity was likely further primed through the cover story that the market research company and its client sought their 'expert' opinion as student marketers. Furthermore, allowing the participants to complete the survey as a group and in the room in which they had just received a marketing lecture, most likely further made salient this social category and corresponding identity.

With these considerations made, it was proposed that the manipulation check mean scores most likely reflected the manipulation attempting to work in some manner. That is to say, the scores were lower for the high salience group, as the manipulation had started to 'pull' participants away from the dominant primed group (marketing cohort) and towards the 'creative and lateral thinking research' group. Furthermore, reviewing the group salience manipulation questions (which relate specifically to group awareness, skills, distinctiveness and diagnosticity for the task in hand), it is not at all surprising, in hindsight, that the manipulation appeared to fail, since all three questions could just as easily be applied to the marketing cohort group.

As a result of this analysis, it was concluded this pilot had been insufficient to test the manipulations. Due to time and financial constraints, and the need to collect data before year-end (31.12.12), the decision was taken to proceed to recruit a number of panel members via the commercial research partner (GfK) and to re-test the manipulations. The consensus from the researcher's panel members was that the manipulations were sufficiently robust, and had been skewed by the particular conditions surrounding the first pilot. As such, the decision was taken to proceed to a full pilot with panel members, and if manipulations were found to be working effectively, to then include these data into the main data collection process.

4.7.3 Pilot 2

Recruiting participants for this second pilot required a selection process. The sample was to range between 18 and 55, with an approximate 50:50 gender split. Any prospective participant who worked in a marketing or research role was rejected. Potential participants were also asked to complete a pre-invite task, to test their willingness and ability to engage in cognitively complex on-line tasks (in terms of screen text and reading). To gauge this, all potential participants were asked to answer the following two questions:

- 1. If you had the chance to meet a celebrity or a person you admire (they can be either someone alive today or someone who has died), who would you like to meet and why?*
- 2. Finally if your friends could describe you in three words what would they be and why?*

Responses were evaluated on approximate word count and general fluency. Those prospective participants whose responses were either very short or generally disjointed were rejected. N=40 participants were then sent invitations to undertake the research. This number was selected, as the group goal manipulation check had shown this manipulation to work in the previous, student-based pilot. As such, N=40 participants were required to run 10 participants through the four remaining experimental cells (High/Low Group Salience, High/Low Group Inclusiveness).

These participants were told they would receive £10 for completing the research, and that it should not take more than one hour to complete. They were sent a link to the research platform, and were told they could start the research at any time that suited them over the following seven days. This pilot phase of the main data collection was launched on December 6th, 2012, and the research partner delivered the data on December 11th, 2012. The data were delivered, once again, in SPSS.

Analysis of these data showed a statistically significant result for the group salience manipulation, ameliorating the concerns raised within the previous pilot. Group

inclusiveness, however, failed to show a statistically significant result (although the means were in accordance with the proposed manipulation). Considering the sample size for the inclusiveness manipulation was very small ($n=10$), and the result was ‘directionally appropriate’ if not significant, the decision was to proceed with the main data collection, and to add these pilot data into the main data set.

4.7.4 Main study

The sub-sample size per cell was to be $n=30$. Although small, this sample size was considered to be sufficient considering the experimental manipulations that were to be undertaken. With six distinct conditions, this resulted in a total sample of $N=180$. As $n=40$ had been recruited for the previous pilot, the additional sample required was $n=140$. GfK commenced the selection process on December 7th, 2012 (whilst pilot data was being collected) and launched the main wave of the study on December 11th. This launch date allowed GfK to continue to recruit participants for almost two weeks, up until December 21st, 2012.

Consideration was given to the time of year, and specifically to the proximity to Christmas, in that too close to Christmas may distort some participants' responses, both in terms of general mood or state of mind, but also in terms of available time to complete the survey (in amongst everything else that is needing to be done at that time of year). It was considered that up to December 21st would be acceptable, as this was the last main working day before the Christmas break.

$N=180$ completes were achieved by December 21st, with the final SPSS data file delivered on January 2nd, 2013.

4.7.5 Survey delivery

Although referenced a little within previous sections, it is necessary to specify the delivery and completion details of the survey instrument to the participants. The

survey was hosted on the research partner's (GfK) servers, and participants were directed to the survey via a unique URL placed within the invitation email (see Appendix A). Once on the site, the look and feel of the survey reflected a typical GfK survey (presentation of logos, typeface, colour palette, progress bar etc.). The instrument evaluated (and recorded) the web browser being used by the participant, and in extreme cases, would alert them to switch browsers if the survey experienced was likely to be compromised by the browser choice.

Participants were anonymous within the survey. Indeed this is a condition of all GfK panel survey requests. As such, participants were led to believe that they could only be identified by either their unique research ID (used purely by GfK in administering the survey and collecting data), or, in the high group salience condition, by what they believed to be their unique 20/20 group number (which in all cases was in fact, the number 4). The cover story led participants to believe that this latter ID number could, in theory, be seen by certain other members of the high salience group if they responded to them directly in the pre-feedback query section of the initiative reviews. All other responses were private.

Participants were free to start the research at any point after receiving the invitation (and were prompted after a fixed period, if they had not started), and could do so on either a work or personal PC. GfK informed the researcher that such surveys are typically undertaken during early evening, when participants are back at home. The date and time of completion were recorded as potential covariates. It was explained that participants should attempt to undertake the survey all in one sitting, so to speak, as this would help them follow the flow of the initiatives, and would reduce the need to remember specific details about the brand and the initiatives. Participants were also encouraged to have a pen and paper to hand, in order to make notes as they progressed from one section to another, with the suggestion that taking notes would allow them to more easily make their feedback contributions at the required time. If there were any technical issues as participants undertook the research, there was a help facility provided by GfK, which also included the option to email a support team.

4.7.6 Extension to data set

Whilst results will be discussed in detail in the subsequent chapter, it is important to note at this juncture, that a decision was made after some initial analysis of the data in early January (January 5th, 2013) to proceed to collect more data. This decision was taken as initial analysis suggested some main effects were narrowly missing achieving statistically significant results. Again, the consensus from the researcher's panel was that this failure to reach statistical significance was most likely due to small sub-sample sizes in each condition (once again, results missed significance levels for group inclusiveness, which was the manipulation that had the smallest sub-samples, due to it only being applied to those in the sustainability goal setting). The decision was taken to proceed to collect an additional N=120 completes (n=20 per cell), taking the total sample to N=300, n=50 per cell. GfK proceeded to recruit from January 7th, 2013, and this second tranche of data was collected between January 16th and 28th. All conditions were identical to the pre-Christmas recruit in terms of pre-invite selection criteria and payment. The second data file (N=120) was delivered on January 30th, 2013.

However, there appeared to be a consistent effect across all of the data that suggested a post-Christmas drop in interest and engagement with the research. Consideration was given to possible causes of this effect. However, without an acceptable explanation for the wide-scale consistent changes in the dataset (other than that the data were collected too soon after Christmas and still within the holiday season, so catching a post-Christmas 'slump'), the decision was made to revert to using the initial dataset (N=180)²⁰.

²⁰ This initial sample still included those in the 'failed' group inclusiveness manipulation. With these participants removed, the sample reduced to N=121.

4.8 Ethical considerations and limitations to chosen methods

4.8.1 Ethical considerations

The proposed research did require some consideration and reflection regarding ethics. Specifically, the research proposed to 'lie' to participants regarding their involvement and the purpose of their input, in that the brand was fictitious, and there was no impending launch, as presented in the cover story. In addition, the experiments involved manipulating consumers without their knowledge, on a number of dimensions, namely: their membership of a group, the goal of that group, and the contact of that group with an apparent out-group of charity workers.

Within the first full pilot (using the M.Sc. Marketing students at Cranfield School of Management), immediate feedback from the first group of students was sought (in order to further evaluate the external validity of the research design). One comment that was made by several participants (who were still under the impression that the cover story was genuine) was their mild discomfort and sense of vulnerability at being told they were strong creative and lateral thinkers. Specifically, whilst they acknowledged survey data are frequently analysed in order to create and test segmentation models, they were surprised that they were, in fact, being told their own segment. The comments suggested the participants felt somewhat 'observed' and 'judged' by the research company. It is acknowledged that this may not have been a wholly comfortable experience, although there were no similar comments made by those in the main data set. In fact, there were no specific references to the criteria or process of group membership within the main responses.

Although presented with a cover story that related to a specific brand and its potential launch, and the interest in making that launch as successful as possible, it is argued here that the actual intentions of the research were not wholly different, but rather applied at a general level, rather than at a specific product level. That is to say, the research was designed to better understand how branded products could encourage prosocial behaviours amongst its consumers (and indeed further afield), and the results of the research would be of value to companies and their brands in terms of

creating more effective brand and communications strategies. Therefore, although the specific brand presented was fictitious, the genuine ambitions and purpose of the research were not entirely divorced from the cover story presented: participants were indeed being sought to help refine and make more successful a series of marketing efforts. In addition, within experimental marketing research, the use of cover stories and similar distraction techniques in order to mask the manipulations is widespread.

These mild ethical concerns were further ameliorated with a thorough de-briefing process for participants. When contacted several days later (directly by GfK) to confirm payment details, participants were fully debriefed with respect to the actual intentions and purpose of the research. It was explained that the research was being undertaken to explore how consumers make choices with respect to prosocial and charitable actions in specific environments and contexts, and that the research was being carried out by Cranfield School of Management, with GfK as a supporting partner. It was stated that their contribution to this study was valuable and very much appreciated, and that the results would help advance the conversations regarding how businesses could better respond to the sustainability challenges they faced.

In addition, the payment process was confirmed (£10 for each participant), including whether they had been successful in winning the additional £10. This draw for the additional incentive fee (which included every participant, despite the cover story stating it was only made to those who had shown higher than average commitment to the survey task) involved one participant from each of the six experimental conditions being selected at random by GfK. As such, an additional £60 of incentive fees was paid across the full 300 participants (including the second wave of research, run in early January, 2013). In addition, where those winning participants had elected to share their potential £10 with the charity consortium (PSB4 - see Section 4.6.2 on omitted measures), the amount shared was deducted from the total paid, and GfK managed the donation to a number of registered charities.

All respondents were given an email address (set-up by the researcher specifically for the research), and were encouraged to contact the researcher if they either had questions relating to the research, as they now understood it, or if they were interested

in receiving further information on the conclusions from the research. As panel members frequently used by GfK for other research work, all participants were also able to contact GfK with any queries or concerns regarding their involvement in the research.

These arguments were submitted to the ethics committee of Cranfield School of Management in accordance with the protocol, and the committee was satisfied with proposed research methods.

4.8.2 Limitations to chosen methods

It is acknowledged that limitations are inevitable with any chosen research method, and, more broadly, a chosen methodology. With this particular research, after a period of reflection, the following limitations have been identified.

With respect to methodology, it is recognised that whilst quantitative methods are predominantly used within marketing research, and indeed experimental social sciences research, there are limitations. These limitations include using scales and self-report measures, social desirability bias, and the degree of artificiality that is inevitable when creating a controllable experimental setting. Attempts have been made to ameliorate to a degree these limitations: alongside self-report measures, the research has accurately observed actual behaviours, and the experiment was conducted in the field and in an environment more typical for the participant. Although it is proposed these aspects of the design contribute specifically to the overall contribution this research can make (i.e. novel social category formation, with experimental manipulations, within the field), it is acknowledged these limitations persist.

With respect to the specific method chosen - a survey - it is acknowledged that this is a very established, and some would say, out-dated method. This argument is acknowledged, and attempts were made early on within the research design process to adopt alternative and more contemporary quantitative approaches. Initially,

consideration had been given to using a mobile phone SMS messaging research platform, alongside a more traditional PC-delivered survey instrument. Specifically, participants would review materials via the PC- delivered survey, with one initiative delivered each day, over a total two-day research commitment. Participants would then be asked to take note of genuine campaigns that touched on similar themes, during the twenty-four hours between PC-survey 'sittings'. When noted, participants would then SMS this real-time experience back to the research company, combining short-codes with a single open-ended response to describe their experience (this method has been termed Real-time Experience Tracking (RET); Macdonald, Wilson, & Konus, 2012). To be clear, the SMS aspect was initially considered for three purposes, namely: to bolster the external validity of the experiment (through 'borrowing' legitimacy from genuine brands and their communication efforts); to introduce further activity through which to increase group salience and membership (more complex tasks, regarding SMS reviews alongside the PC-reviews); and to lengthen the research engagement time to several days, which in turn would increase group salience and membership.

Whilst this particular method became unfeasible due to financial constraints, further consideration was given to the more interactive approach. In initial conversations with GfK, the ambition had been to use a social forum platform licensed to the company (Revelation). This platform mimicked social forums, where multiple conversations were visible to those in the forum, and comments could be posted at different times and to different areas. In addition to open-ended responses, the platform could also accommodate scale measures. Initially, this platform was considered, since it once again provided higher external validity for the research, and could also be run over several days, so potentially strengthening the group effect over time. However, it was finally rejected, since it became apparent that the interactive functionality of the site would have removed the possibility to control conditions for participants. Furthermore, to project the image of interaction whilst in fact controlling for it, would have created considerable coding challenges, since it would in effect have involved disabling many aspects (benefits) of the platform, for what was an exceptional case.

Although the commentary above may suggest the decision to use a traditional survey instrument was arrived at through necessity, this is not entirely the case. At each stage of the review process regarding potential delivery methods, it became apparent that if one goal of research was to provide implementable outputs for marketing practitioners, then these outputs should be gleaned from processes that are, themselves, implementable by marketing practitioners. Mindful of the criticisms made initially towards the research on brand community phenomena, and specifically the persistent focus on high-involvement and well-resourced brands, it was decided that if possible, using a context within reach of most marketers (i.e. a traditional survey) would add to the external validity and generalisability of the research outputs. As such, whilst limiting in many ways, the choice of a survey design was considered to support some of the goals of the research.

Two other limitations in terms of research method and design are noted. First, although the survey allowed for open-ended responses at a number of points (e.g. when offering feedback on the brand proposition or the specific initiatives - see Appendix A), it is noted that the contents of these responses have not been analysed and coded. This is due to the prosocial behaviour measures having been defined by alternative and what it is believed were more objective criteria (for example, dwell time). Second, it is acknowledged that some may question the exploration of what is considered a social phenomenon (group formation and subsequent behaviour) via purely quantitative measures, and where the unit of analysis is the individual (and not the group). In response, it is argued that both the methodology and the unit of analysis are valid; the former since the clear majority of extant social group research relies on quantitative techniques; and the latter, since the theoretical position adopted by this researcher is that which is central to Social Identity Theory (Tajfel & Turner, 1986) namely that the social and the psychological are intertwined. As such, it is proposed that it is possible to identify and measure the social group effect at the psychological (individual) level.

4.9 Conclusion

This chapter has introduced and discussed both this researcher's research philosophy, and the chosen research methodology and subsequent method and design. More specifically, this chapter has discussed the premise and cover story of the research, has then explicated the process to create the fictitious brand, and then detailed the proposed initiatives for this brand, as perceived by participants. Identifying the three parts to this research - main effects and indirect effects (I, II) - this chapter has explained the method by which both principal manipulations are undertaken - group salience and group goal. In addition, the proposed measures are introduced and justified for all variables within the conceptual model: salience and goal as independent variables; prosocial behaviours (1, 2, 3) and brand attachment as dependent variables; and social identification (self-categorisation, affective commitment and group-based self esteem) as a potential mediating (indirect) variable. Specific manipulation checks are also discussed.

Attention has also been given to the distinction between public and private behaviours, and applied to the research design; specifically that the design accommodates private behaviours, and that the literature provides strong support for the argument that prosocial behaviours occur in such an environment. That is to say, the need to conform (e.g. Asch, 1956) and social desirability bias (Fisher, 1993) are, to a degree, controlled for in this context.

Sample criteria and data collection (through a series of pilots - technical, local and field) are explained. This includes an explanation of the split-sample, in that a proportion of the final sample were recruited approximately six days ahead of the main recruit, as a means to pilot one last aspect of the research design. Considering the proximity of the two recruitment phases (and indeed the length of each of the two recruitment phases), and that all other characteristics and selection criteria remained the same, it is argued this 'narrow' split sample is acceptable.

Attention is also given to the fact that a second wave of research was launched several weeks after the initial wave. Again, whilst all criteria were the same, this second

sample has not been included in the final analysis and results, since it appeared that collecting data so soon after Christmas and during the holiday season biased the participant responses. A description is also given of the delivery and completion conditions for participants, in terms of technology used, and instructions given.

Alongside the constructs shown within the conceptual model, two additional constructs are introduced and discussed in this chapter, namely: group inclusiveness and a fourth prosocial behaviour (money to others beyond the group; PSB4). These constructs are referenced here, as both were originally conceptualised and were included within the experimental design. However, for group inclusiveness, due to operationalisation challenges (which were masked in the pilot process, most likely due to small pilot samples and a resultant Type I error regarding manipulation tests), the manipulation was found to be ineffective, and so no further analysis is made. The data relating to the manipulation were also removed. Regarding PSB4, concerns were held regarding excessively complicated design, exacerbated by its position within the survey. As such, the data and their analysis are presented tentatively. It is proposed that both constructs are salient to the research goals, however, and further time is given to their potential contribution within the discussion and future research sections.

This chapter has also explained ethical considerations that were considered valid for this research. Due to the experimental design, and the inevitable misdirection created by a cover story, as well as the manipulations of the participants, it is acknowledged there were some mild ethical considerations to the research. However, the design is considered acceptable, since it follows an established design within experimental marketing research. Furthermore, it is argued that whilst the specifics of the cover story were a distraction, the research was in fact broadly attempting to do what the cover story claimed was its purpose: to help marketers more effectively launch branded products with specific propositions and positionings, and that are accepted and welcomed by consumers in specific contexts, including those relating to social benefit.

Finally, this chapter has reflected on the limitations of the chosen research methods and design. It is acknowledged that a traditional survey instrument potentially misses

opportunities for more diverse and novel routes to data collection. However, its use is considered justified, considering both the experimental setting (and so needs for controls, albeit in a field environment), and the ambition to produce outputs and findings that are applicable to as broad a selection of marketing practitioners as possible. Consideration is also given to the unit of analysis i.e. the individual. Again, whilst it is acknowledged some may consider it inappropriate to have such a unit of analysis, and indeed to adopt a quantitative methodology, in researching the social phenomenon of the group, it is argued here that such methods are justified on two counts. First, a tenet of social identity theory is that the social and psychological exist within one another, and as such the social effect is identifiable and measurable within the individual. Second, the considerable body of extant experimental research on social identity, group formation and self-categorisation relies almost exclusively on such quantitative methods.

5. RESULTS

5.1 Introduction

The main objective of this research is to explore whether consumers will engage and collaborate in prosocial behaviors, as the result of manipulating their perception of group membership and group goal, together with the implications of these group and goal manipulations for the consumer-brand relationship (explored via the brand attachment construct). This main objective is addressed in what are labeled the *main effects*.

The second objective is to explore how 'social identification' - that is, a state that describes one's psychological commitment to the group - may act as a mediator between these manipulations and the focal prosocial behaviours (*indirect effects I*), and indeed whether the social identification state may also act as a mediator between these manipulations and the consumer-brand relationship (*indirect effects II*).

Having established and justified a conceptual model, together with the various proposed relationships therein, this chapter will now introduce the results of the experimental research design, as introduced and detailed within the previous chapter.

More specifically, this chapter is structured as follows: first, the approach to analysis is confirmed; second a description of the final sample set is given; third, the manipulation check results are reviewed; fourth, the 'main effects' results are introduced; fifth, the 'indirect effects I' results are detailed; and sixth, the 'indirect effects II' results are documented. This chapter then closes with a summary and a conclusion of the results.

5.2 Delivery

Data were delivered by the research partner (GfK NOP UK Technology) in an IBM SPSS .sav file, and were viewed within IBM SPSS Statistics Version 20 for Mac. Where necessary for specific analyses, additional variables were created within the dataset. These variables included a re-coding of manipulation conditions; for example, where the original data set identified six manipulation conditions (high/low group salience, normal/sustainable group goal, high/low group inclusiveness²¹), additional variables were created that coded each of these manipulations irrespective of the others (so allowing for analysis of group salience across all other conditions for example). In addition, new variables were calculated within SPSS to establish collapsed results for multi-item scales e.g. group salience manipulation check (3 items), brand attachment (2 items), and social identification (9 items). Furthermore, in creating collapsed variables, in certain instances specific variables required reverse-coding (e.g. within group salience manipulation check items and some social identification items (cf. Ellemers et al., 1999), ordering was deliberately reversed to ensure sufficient attention paid to the question).

All statistical analysis was carried out within SPSS Version 20 for Mac. The majority of this analysis involved the standard analysis techniques included within SPSS (e.g. reliability tests, univariate general linear modeling and linear regression). For mediation analysis, two third-party plugins were installed: INDIRECT (Preacher & Hayes, 2008) and PROCESS (Hayes, 2013). Although PROCESS is the more recent plug-in for the bootstrapping approach to mediation analysis, INDIRECT was also used, as it outputs the coefficients for the a, b, c, c' paths, which, it is argued, allows for the presentation of results more in keeping with the traditional Baron and Kenny (1986) four-step approach, (and can be more easily shown visually).

²¹ Although group inclusiveness was removed from the final analysis for operational reasons (see Measurement Section 4.6.1), data were still collected on the assumption that this manipulation was successful. All participants within the high group salience condition (n=59) were discarded within SPSS.

5.2.1 Final sample

For all analysis and hypothesis testing, a final sample of N=121 is used. This represents the first main study data collection, less those participants within the high group inclusiveness condition (n=60), due to the failed manipulation.

As such, the four cells within the 2x2 between-subjects design were comprised as follows: Low Group Salience/Neutral Goal (n=31); High Group Salience/Neutral Goal (n=29); Low Group Salience/Sustainability Goal (n=31); and High Group Salience/Sustainability Goal (n=30).

In addition to the removal of the group inclusiveness data, two other participants were removed. These participants were removed, since although they had met the selection criteria in terms of willingness and apparent ability to engage with and contribute to an on-line survey instrument, in reviewing the data file it became apparent that they questioned the motives and legitimacy of the research aims. That is to say, in the early open-ended response sections, their feedback suggested a distrust of the work they were being asked to undertake: in both cases, the participants noted that a web URL presented on the draft marketing materials artwork for the new branded drink (abundancy) was inactive²². In their subsequent feedback, they questioned the 'we are about to launch' briefing given to the participants. More specifically, they appeared frustrated that they were being asked to engage in a sizeable piece of research where the motives were either unclear or indeed wholly false. Further analysis of their of their subsequent responses (both open-ended and Likert-scale items) clearly showed a reluctance to engage in the research. As a result, both participants were removed from the final data file.

The specific concerns of these two participants prompted a more detailed review of the data file to check for face validity and 'believability' of the cover story, beyond the manipulation check items (to be discussed in more detail momentarily). This checking process involved spot-checking open-ended review responses throughout the survey, as well as reviewing the survey experience items placed at the end of the

²² For face validity reasons, the concept boards included a link to www.fruitforthought.com.

survey by GfK. Specifically, these items addressed survey length, language, ease of completion, interest and overall experience (see Appendix A).

As a result of analysing these final items, no further participants were removed from the data file.

5.2.1.1 Post Christmas data collection

As previously detailed, the main data were collected in the run-up to Christmas 2012. More specifically, participants completed the survey between December 6th 2012 and December 21st 2012. There was discussion between the author and their academic panel, as well as with the commercial partner (GfK), regarding any concerns collecting data so close to the Christmas holiday, and whether such proximity could exert some influence on the responses. The discussion was divided, between concerns that the proximity could result in more positively valenced responses due to the impending holiday (and it being the season of goodwill!), or that it could lead to more negatively valenced responses due to increased time pressures placed on participants in preparation for the holiday season. It was concluded that as long as the data were collected during the typical working period up to the public holidays, then any adverse effects of Christmas (either positive or negative) would be controlled for.

In addition, and as already briefly discussed, a second wave of research (using the same survey instrument and participant selection process) was undertaken in January 2013. This second wave was committed to, as certain results within the first wave (to be discussed momentarily) were narrowly missing statistical significance, most likely caused, it was argued, by small cell sample sizes ($n=30$ approximately). As such, an additional $n=120$ participants were engaged in the early weeks of January 2013.

Upon initial analysis, it is proposed that the concerns regarding data collection so close to (and before) Christmas, may in fact have been more valid for a post-Christmas collection schedule. Initial exploration of the second set of data showed a strong and consistently negative response from participants. More specifically, these negative responses were consistent in terms of both the open-ended feedback items, as

well as the Likert scale items. Looking at mean scores in terms of all prosocial behaviour measures also supported this apparent 'blanket' negative response phenomenon. As such, it is proposed there was some strong exogenous influence on the participants and their responses in this specific context. Whilst this may be highly relevant in terms of generalisation (i.e. the season of 'goodwill' is swiftly followed by a season of 'bad will'), it has been decided to omit this second set of data from any subsequent analysis, since if there were some broader social influence on the data, then the two sets are not comparable.

Within the main sample (N=121), the mean time to complete the survey was a little over 30minutes (1839": 30', 39"). In addition to participant perceived time pressures, other potential covariates such as gender and age were also controlled for, through survey design.

5.3 Manipulation checks

The research design focused on two main manipulations: group salience and group goal.

5.3.1 *Group salience*

Group salience is defined as 'the heightening of an individual's awareness of their membership of a specific group due to the momentary potency of the forces towards or away from that group' (Glass, 1964). As such, 'awareness' of the group's existence and one's membership is important. In addition, and expanding on the definition above, it is proposed that the 'potency' of forces that increase awareness of the group and one's membership can include (but are not limited to) visual distinctiveness, novelty, status, and 'diagnosticity' (the potential of group membership to help 'diagnose' the best decisions to make and behaviours to adopt in a specific social context; Reed, 2002). Based on these factors, three manipulation check items were presented (see Appendix D).

First, these three items were checked for internal consistency, to ensure they were measuring a single construct. Using Cronbach's alpha coefficient (Cronbach, 1951) an 'acceptable' to 'good' level (Kline, 2000) of consistency was found ($\alpha = .758$). These items were then collapsed to form a single measure of group salience.

Running a two-way ANOVA (group salience and group goal) within SPSS, the main effect of the salience manipulation was significant, $F(1, 117) = 5.38, p < .05$, with participants within the high salience setting reporting higher levels of group awareness and membership ($M=4.94, SE=.178$) than those in the low group salience setting ($M=4.37, SE=.174$). The salience x goal interaction was non-significant, $F(1,117) < 1$, confirming no moderating effect of goal on the salience manipulation.

5.3.2 Group goal

To check for group goal manipulation, SPSS was used to run a Pearson Chi-Square test on the frequency distributions for the goal manipulation check items. To reiterate, three items were included²³. As the second item had been reversed to check for participant engagement, this item was recoded in accordance with the other two items. All three items were then combined to form a single measure. The main effect of goal manipulation was significant, $\chi^2(3) = 19.837, p = .000$. As group goal is not a psychometric manipulation (but is stated explicitly), it was not considered necessary to check for a group salience x group goal interaction effect. Consequently, both manipulations were considered to be working effectively.

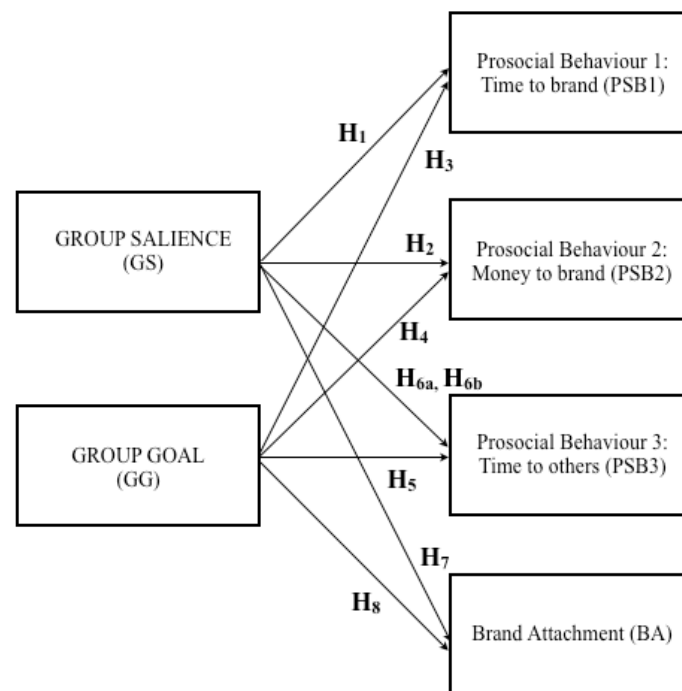
²³ The third item was included, despite some initial concerns over face validity and level of abstraction.

5.4 Main effects

5.4.1 Introduction

This section details the results for those hypotheses that are considered the main effects, namely the effects of the two main manipulations (group salience and group goal). For convenience, the conceptual model with these main effect hypotheses is reproduced below. See Fig 45.

Figure 45. Main effects hypotheses (repeated)



5.4.2 Main effects on prosocial behaviours (PSB1, 2, 3)

Regarding the first prosocial behaviour, namely *time to others/brand* (PSB1), a two-way independent ANCOVA was run within SPSS. Specifically, an ANCOVA was selected in order to include the participant's perception of 'time pressure' i.e. their time available to complete the survey instrument, as a potential covariate. This perception

of time pressure was measured via a single item placed within the creativity and lateral thinking pre-task, and asked participants to report how many hours they typically worked in a day (including studying and unpaid work). This was measured via an 8 point Likert scale (ranging from 'no time' to 'more than 12 hours'; see Appendix A).

The effect of group salience on time given to the others/brand is significant, $F(1, 116) = 3.76, p < .05$ ²⁴, with participants in the high salience condition giving more time (in seconds) to the brand ($M_{HS} = 1985, SE = 105.3$) than those in the low salience condition ($M_{LS} = 1700, SE = 102.7$). The covariate of perceived time pressure was non-significant, $F(1, 116) = 2, p > .1$. The salience x goal interaction effect was also non-significant, $F(1, 116) = .482, p > .1$.

This supports the proposition that group salience has a positive effect on participants' giving of time to the brand. Thus H_1 is supported.

With respect to the effect of group salience on *money to others/brand* (prosocial behaviour 2; PSB2), although those in the high group salience condition state a stronger intention to buy the brand ($M_{HGS} = 4.98, SE = .22$) than those in the low group salience condition ($M_{LGS} = 4.77, SE = .21$), the result is non-significant, $F(1, 116) < 1$. Consequently, H_2 is not supported.

The effect of group goal on *time to others/brand* (PSB1) is significant at the $p < .1$ level, $F(1, 116) = 1.94, p = .083$, with those in the sustainability goal condition giving more time ($M_{SG} = 1945, SE = 103.5$) than those in the neutral goal condition ($M_{NG} = 1740, SE = 104.4$). This supports the proposition that the provision of a specific (and distinctive) group goal leads to stronger displays of prosocial behaviour. It should also be noted that a second measure of time to brand was taken, namely the time committed to reading the multiple supporting articles for each of the proposed initiatives (see Appendix C). To reiterate, these were presented as a series of thumbnail images, and participants could open the PDFs in separate browser windows

²⁴ Unless stated, all results report a p -value for a one-tailed test, to reflect the predicted directions of the relationships (Howell, 2012). Standard SPSS ANOVA output two-tailed/non-directional.

to review. Dwell times from the moment of opening the first PDF, to moving on to the next page of the main survey were recorded. From this measure, the sustainability goal condition has a significant influence on time committed ($F(1, 116) = 5.21$, $p=.012$) with those in the sustainability goal condition committing almost twice as much time ($M_{SG} = 34.2$ (seconds), $SE = 5.07$) than those in the normal goal condition ($M_{NG} = 17.73$ (seconds), $SE = 5.11$).

However, returning the main measure of PSB 1 (overall time committed to the research) H_3 is partially supported (at the $p<.1$ level).

The effect of group goal on *money to others/brand* (PSB2) is significant, $F(1,116) = 4.47$, $p=.018$, with those in the sustainability goal condition more willing to buy the brand ($M_{SG}=5.2$, $SE=.217$), than those in the neutral goal condition ($M_{NG}=4.55$, $SE=.217$). The goal x salience interaction effect is non-significant. Again, this supports the proposition that a novel and distinctive group goal can result in higher levels of prosocial behaviour. Consequently, H_4 is supported.

With regard to prosocial behaviour beyond the group (specifically the *giving of time to others outside of the group*; PSB3), the options made available to participants are presented here again for convenience. See Figure 46.

Figure 46. Time to others (Charity Consortium) - PSB3 (repeated)

No thanks, I'm not willing to help the charities further.		A
Yes, I'm willing to help the charities further, by taking part in an online survey	10min duration	B
Yes, I'm willing to help the charities further, by taking part in a more detailed online survey	20min duration	C
Yes, I'm willing to help the charities further, by taking part in a telephone interview	30min duration	D
Yes, I'm willing to help the charities further, by taking part in a face to face interview	40min duration	E
Yes, I'm willing to help the charities further, by taking part in a focus group	60min duration	F
Yes, I'm willing to host a focus group for the charities in my home	120 minutes	G

The effect of group goal on intention to give time to others (PSB3) is significant ($F(1,116) = 13.33, p = .000$), with those in the sustainability goal condition prepared to commit to more time-intensive further research options for the charities ($M_{SG} = 3.3, SE = .166$) than those in the neutral goal condition ($M_{NG} = 2.46, SE = .168$). The interaction effect between goal and salience is non-significant. As such, H_5 is supported

The effect of group salience on time to others (PSB3) is significant at the $p < .1$ level²⁵, with those in the high group salience condition less willing to commit to more time-intensive further research options for the charities ($M_{HS} = 2.69, SE = .169$) than those in the low salience condition ($M_{LS} = 3.09, SE = .165$), ($F(1,116) = 2.97, p = .082$).

Consequently, H_{6b} is partially supported.

5.4.3 Main effects on brand attachment

Attention is now turned from the displays of prosocial behaviour under the manipulated conditions, to the effects of these manipulations on the consumer-brand relationship.

First, a check was made for internal consistency within the reduced brand attachment scale (two items, measuring only the 'brand-self connection' component, as brand prominence was, essentially, controlled for through research design; Park et al., 2010). Using Cronbach's alpha coefficient (Cronbach, 1951), an excellent level (Kline, 2000) of consistency was found ($\alpha = .957$).

With respect to the effect of group salience on the consumer-brand relationship (brand attachment; BA), although the high group salience condition leads to higher levels of the consumer-brand relationship ($M_{HGS} = 7.13, SE = .33$), than the low group salience condition ($M_{LGS} = 6.72, SE = .32$), the result does not find statistical significance ($F < 1$). Consequently, H_7 is not supported.

²⁵ p -value reported for two-tailed test, considering the non-directional hypothesis presented for H_{6ab} .

With respect to the effect of group goal on the consumer-brand relationship (BA), the result is significant ($F(1,116) = 6.07, p=.007$), with those in the sustainability goal condition recording a stronger relationship with the brand ($M_{SG} = 7.48$) than those in the normal goal condition ($M_{NG} = 6.35$). As such, H_8 is supported.

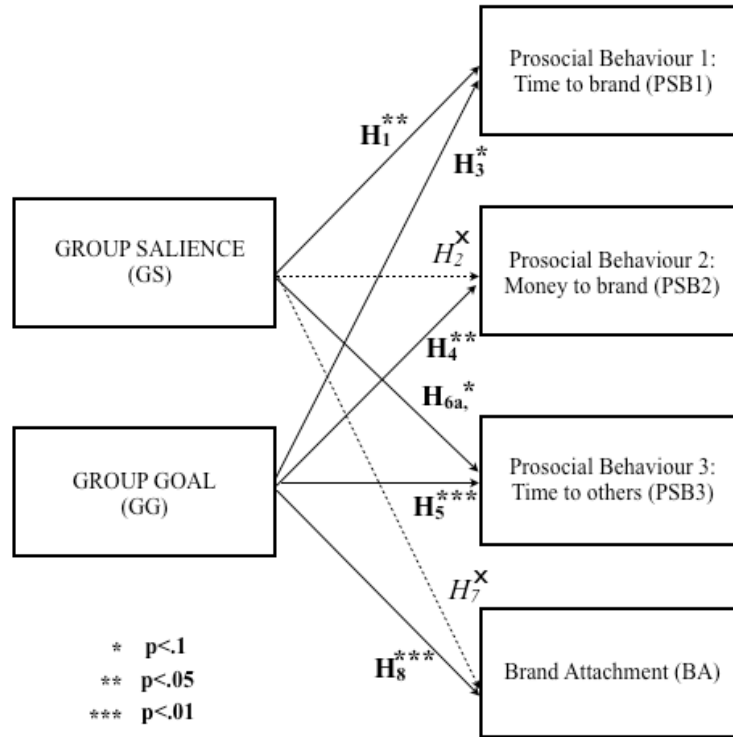
5.4.4 Main effects summary

This initial section has reported the results both for the manipulation checks (where both manipulations are found to be working effectively) and for the experiments that specifically tested the hypotheses relating to the 'main effects', namely hypotheses 1-8.

Although discussed subsequently, it is considered important to record at this stage that that manipulations to both group salience and group goal do appear to result in higher levels of prosocial behaviours. Moreover, it would appear that certain prosocial behaviours are more influenced than others by specific manipulations. That is to say, whilst it is proposed that both salience and goal lead to a more distinctive group condition (where participants then work to further improve that distinctiveness vis-à-vis the out-group), the results support the argument for different mechanisms at work. This is explored and discussed in more detail in the following section. Finally, this section has also reported results for the effects of these manipulations on the relationship between the consumer and the brand (as measured in this instance via an adapted scale for brand attachment). Once again, although a more detailed discussion is entered into momentarily, the results would appear to support the proposition that distinctiveness of group can lead to a stronger relationship between the consumer and the brand (arguably with the assumption that both are considered members of that group).

For reader convenience, these results as they relate to these main effects hypotheses are presented in visual and table form below. See Figure 47 and Table 8.

Figure 47. Main effects results



*Dotted lines denote non-significant hypothesised relationship

Table 8. Main effects results summary

Hypothesis	Result	Notes*
H ₁	Supported	$p < .05$
H ₂	Not Supported	$F < 1$
H ₃	Partially Supported	$p = .083$
H ₄	Supported	$p = .018$
H ₅	Supported	$p = .000$
H _{6b}	Partially Supported	$p = .082^{**}$
H ₇	Not Supported	$F < 1$
H ₈	Supported	$p = .007$

* Results reported as one-tailed due to directional hypotheses

** Two-tailed test reported due to non-directional hypothesis

5.5 Indirect effects I

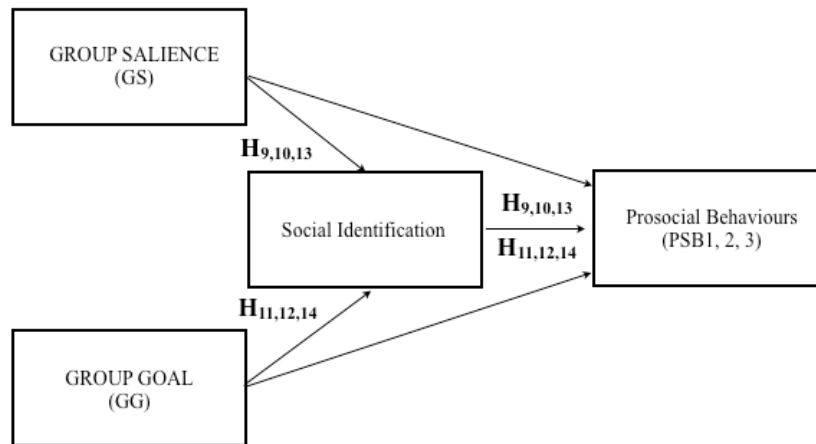
5.5.1 Introduction

As has been discussed, group salience and group goal are proposed as potential mechanisms by which group distinctiveness can be primed. Once primed, it has been argued that members of that group will work to further positively distinguish the group from others, on dimensions that are considered relevant and diagnostic, and that such behaviours - if carefully constructed - can also deliver broader prosocial outcomes and benefits. Moreover, it has been proposed that these effects are achievable not only through using pre-existing (and, by association, long-standing) social identities (e.g. male/female, academic/consultant, environmentalist/materialist), but also through using more immediate (and so, by association, temporary) social identities; this is to say, identities that are made salient solely by a specific context (rather than those that are made salient by a variety of contexts).

The results presented above support the argument that such social identities can be primed, and that prosocial behaviours can increase in frequency and magnitude as a result of such temporary groups (as a representation of the social identity) being created and primed.

However, it has also been identified that whilst priming group membership (through salience or goal in this instance) is possible by the convening entity (in this instance, the brand team or research company), the actual process of psychologically identifying with the group (social identification) is at the discretion of the individual (cf. Brewer, 1991). In other words, whilst it is possible to enforce group membership on an individual at one level (through dictating group allocation), it is not possible to enforce a psychological identification (commitment) to the group. As such, it is important to explore the potential mediating effects of social identification on the focal prosocial behaviour displays. This is the focus of hypotheses H₉₋₁₄ (Indirect Effects I; see Figure 48), the results of which are now discussed.

Figure 48. Indirect effects I (repeated)



Before looking at the specific results for each of these hypotheses, however, it is important to detail the proposed method for mediation analysis.

5.5.2 Mediation analysis techniques: social identification (SI)

Two distinct techniques for mediation analysis have been considered for the data. Initially, the well-established²⁶ 'Baron and Kenny four-step method' (Baron & Kenny, 1986) was considered, and indeed the analysis was run using this method. However, more recent conceptual and empirical literature was reviewed (e.g. Bhattacharjee, Berman, J., & Reed, 2012; Wen Wan & Rucker, D., 2013) and in line with more recent empirical research relying on mediation analysis (cf. Hayes, D., Preacher, K., & Myers, T., 2011; Zhao, Lynch Jr., & Chen, 2010), the PROCESS and INDIRECT third-party plug-ins (Hayes, 2011) for SPSS have been used in this instance.

²⁶ And heavily cited: 37778 as of April 2013, according to Google Scholar (accessed 29.4.13)

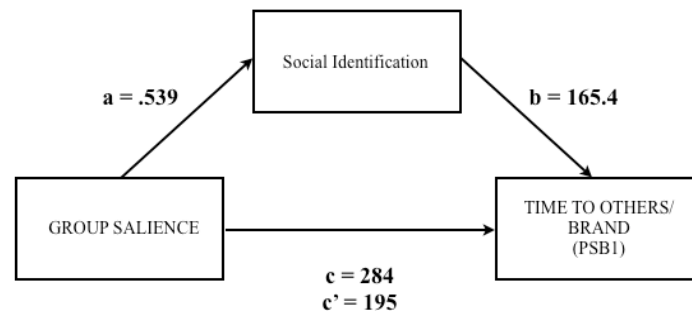
5.5.3 *SI as a mediator of in-group prosocial behaviours (PSB1, 2)*

It is proposed that the psychological state of social identification mediates the relationship between group salience and prosocial behaviour (PSB1, 2, and 3). As social identification is measured in this context via an amended existing scale (Ellemers et al., 1999), the mean scores for the distinct elements have been taken (self-categorisation, 3 items; affective commitment, 2 items (modified); group-based self esteem, 4 items), with an overall mean then being calculated to represent a collapsed overall level of social identification (SI) with the group. Two statistical controls were included within the analysis: perceived time pressure, and group goal.

The more recent bootstrapping multi-step mediation analysis technique (Hayes et al., 2011) has been applied, using 1000 samples²⁷.

The path model showing the unstandardized coefficients²⁸ for the mediation of SI on group salience and prosocial behaviour 1 (time to others/brand; PSB1) is shown in Figure 49.

Figure 49. Mediation effects of social identification on group salience and PSB1



The results show a significant mediation effect for social identification (SI) on group salience and prosocial behaviour 1 (90% confidence interval²⁹ [CI] [19.91 - 212.67]. Specifically, as social identification is controlled for, the relationship between group salience and PSB1 diminishes. As such, H₉ is supported.

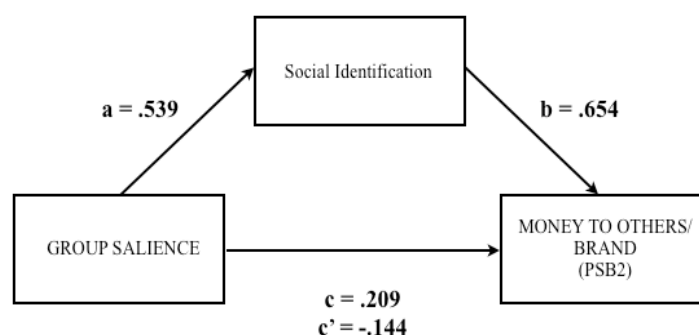
²⁷ 1000 samples is the default option within Process and Indirect SPSS plug-ins.

²⁸ Hayes (2011) advocates for recording unstandardised coefficients within mediation analysis

²⁹ 90% confidence interval is selected for mediation analyses to reflect directional hypotheses (Hayes, 2011: <http://www.afhayes.com/macrofaq.html>. Accessed 29.4.13).

The path model showing the unstandardized coefficients for the proposed mediation of SI on group salience and prosocial behaviour 2 (money to others/brand; PSB2) is shown in Figure 50.

Figure 50. Mediation effects of social identification on group salience and PSB2



It should be noted that under the Baron and Kenny (1986) four step mediation analysis process, mediation analysis would not be carried out in this instance, since there was no statistically significant direct effect found (c path). However, Hayes (2011) argues for mediation analysis to be carried out where it is conceptually supported, regardless of whether a significant c path is first identified. Hayes' (2011) rationale for such analysis is that there may well be multiple competing mediators within the model, the net effect of which is a non-significant direct relationship between the IV and the DV (c path). As such, to only undertake mediation analysis where the direct effect is significant is to potentially look for significant mediation effects in only a small percentage of situations when they could occur.³⁰ Consequently, despite H₂ being rejected (no significant relationship between group salience and PSB2 identified), under Hayes et al (2011), mediation analysis is still undertaken.

Indeed, the results show a significant mediation effect for social identification (SI) on group salience and prosocial behaviour 2 (90% confidence interval [CI] [.1442 - .6696]. Specifically, in controlling for social identification, the relationship between

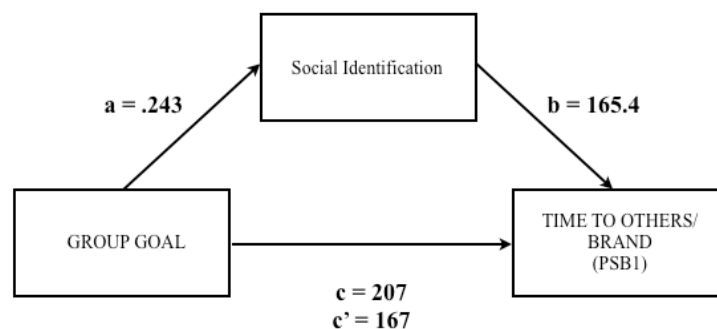
³⁰ As such, Hayes et al.'s (2011) more pragmatic view of potential mediation effects (many and possibly competing) is closer aligned to this researcher's philosophical stance of critical realism.

group salience and PSB2 switches from being positive to being negative. As such, H_{10} is supported.

Having presented the results for social identification (SI) as a proposed mediator of the relationship between group salience and the in-group prosocial behaviours (PSB1, 2), this sub-section will now present the results for the proposed mediating effect of social identification on the group goal-prosocial behaviour relationships.

Turning to social identification (SI) on group goal and prosocial behaviour 1 (time to others/brand; PSB1) the path model showing the unstandardized coefficients for the mediation of SI on group goal and PSB1 is shown in Figure 51.

Figure 51. Mediation effects of social identification on group goal and PSB1



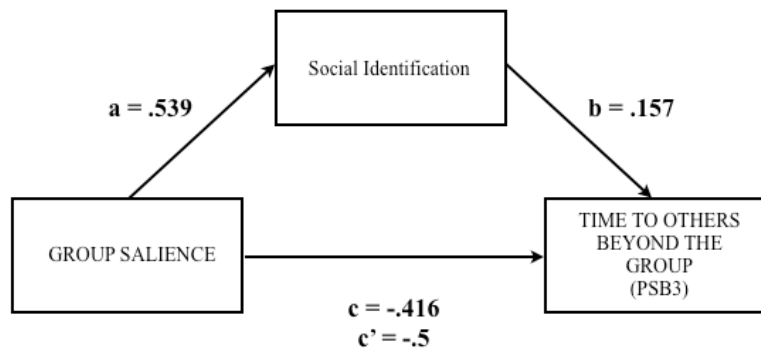
The results show a significant mediation effect for social identification (SI) on group goal and prosocial behaviour 1 (PSB1) (90% confidence interval [CI] [1.4418 - 122.2715]). Specifically, as social identification is controlled for, the effect of group goal on PSB1 reduces. As such, H_{11} is supported.

With respect to social identification (SI) and its proposed mediating effect on group goal and prosocial behaviour 2 (PSB2), the total indirect effect is not significant (90% confidence interval [CI] [-.0204 - .4739]). That is to say, there is no significant mediating effect of social identification on the relationship between group goal and the propensity to give money to the group, through buying the brand (PSB 2). Consequently, H_{12} is not supported.

5.5.4 SI as a mediator of out-group prosocial behaviours (PSB3)

Turning to the potential mediating effects of social identification on prosocial behaviour towards the out-group (time to others beyond the group; PSB3), the path model showing the unstandardized coefficients for the mediation of SI on group salience and PSB3 is shown in Figure 52.

Figure 52. Mediation effects of social identification on group salience and PSB3



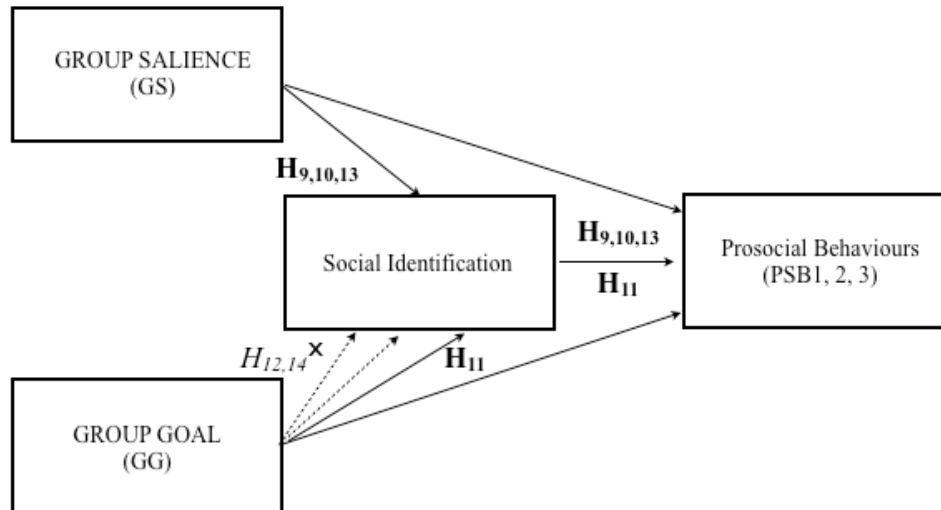
The results show a significant mediation effect for social identification (SI) on group salience and prosocial behaviour 3 (90% confidence interval [CI] [.0088 - .2361]. Specifically, as social identification is controlled for, the relationship between group salience and PSB3 becomes more negative, suggesting that social identification in some way ameliorates the potentially negative effect of group salience on out-group directed behaviours. Consequently, H_{13} is supported.

With respect to social identification (SI) and its proposed mediating effect on group goal and prosocial behaviour 3 (PSB3), the total indirect effect is not significant (90% confidence interval [CI] [-.0035 - .1610]). That is to say, there is no significant mediating effect of social identification on the relationship between group goal and the giving of time to others outside of the group (PSB 3). As a result, H_{14} is not supported.

5.5.5 Indirect effects I summary

The results as they relate to hypotheses H9 - H14 (Indirect Effects 1) are summarised for reader convenience in Figure 53 and Table 9 below.

Figure 53. Indirect effects I results



*Broken lines denote non-significant hypothesised mediating relationship (expanded)

Table 9. Summary of indirect effects I results

Hypothesis	Result	Notes*
H ₉	Supported	[CI] [19.91-212.67]
H ₁₀	Supported	[CI] [.1442 - .6696]
H ₁₁	Supported	[CI] [1.4418 - 122.2715]
H ₁₂	Not Supported	[CI] [-.0204 - .4739]
H ₁₃	Supported	[CI] [.0088 - .2361]
H ₁₄	Not Supported	[CI] [-.0035 - .1610]

*Confidence interval [CI] 90% for directional hypotheses

5.6 Indirect effects II

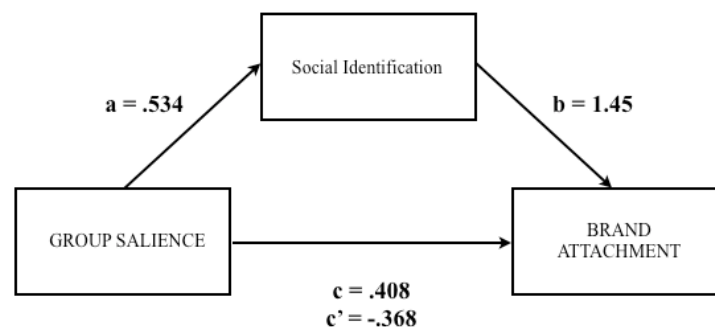
5.6.1 Introduction

Having reported the results for the indirect effects of social identification on prosocial behaviours (PSBs 123; Indirect Effects I), the results are now reported for the potential mediating effect of social identification (SI) on the consumer-brand relationship (brand attachment).

5.6.2 *SI as a mediator of group salience and brand attachment*

Turning first to group salience and brand attachment, the path model showing the unstandardised coefficients is shown in Figure 54.

Figure 54. Mediation effects of social identification on group salience and brand attachment



The results show a significant mediation effect for social identification (SI) on group salience and the consumer-brand relationship, brand attachment (BA) (90% confidence interval [CI] [.2830 - 1.4178]). Specifically, as social identification is controlled for, the effect of group salience on brand attachment moves from being positive to being negative. As such, H₁₅ is supported.

5.6.2 SI as a mediator of group goal and brand attachment

With respect to the proposed mediating relationship of social identification (SI) with group goal and the consumer-brand relationship, brand attachment (BA), the total indirect effect is non significant (90% confidence interval [CI] [-.1215 - .8616]). That is to say, there is no significant mediating effect of social identification on the group goal - brand attachment relationship. As a result, H₁₆ is not supported.

5.6.3 Indirect effects II summary

The results as they relate to hypotheses H₁₅ and H₁₆ (indirect effects II) are summarised for reader convenience in Figure 55 and Table 10 below.

Figure 55. Indirect effects II results

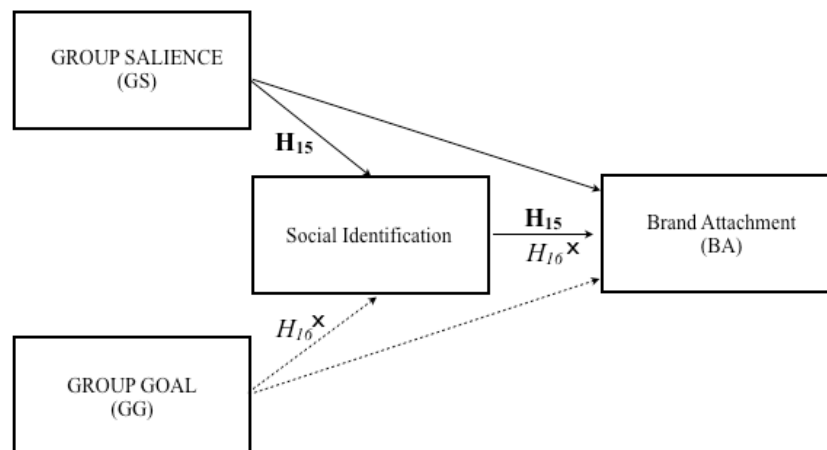


Table 10. Indirect effects II results summary

Hypothesis	Result	Notes*
H ₁₅	Supported	[CI] [.2830 - 1.4178]
H ₁₆	Not Supported	[CI] [-.1215 - .8616]

*Confidence interval [CI] 90% for directional hypotheses

5.7 Additional manipulations and measures

As discussed in earlier sections, two components of the original conceptual model have been omitted from the main body of this research, due to operationalisation issues, in order to maintain a degree of clarity within the model and the subsequent hypothesis development. They are addressed again here as a side conversation. To reiterate, the two items are *group inclusiveness* (as a third main manipulation) and *prosocial behaviour 4* (as a measure of giving money to those outside of the group). A brief review of the results relating to these two aspects is now given, mainly in preparation for a richer discussion regarding new research design around these aspects, in the following section.

5.7.1 *Group inclusiveness*

Group inclusiveness was originally proposed as an additional manipulation, and was applied to a sub-section of participants within the sustainability goal condition. The manipulation involved presenting participants in the high inclusiveness condition with more targeted contact opportunities with a specific out-group, namely the charity consortium. This contact involved an introduction to the consortium, photos of consortium members, as well as sight of specific queries or questions raised by consortium members. In addition, participants were given the option to respond directly to these queries and questions.

To reiterate, the theoretical rationale for creating this increased level of contact was to explore whether it resulted in either a re-categorisation of the in-group and out-group into one superordinate level group, or a process of 're-individuation' for those participants, with out-group directed prosocial behaviours increasing. As such, manipulation checks involved 7-point Likert scale items that focused on the potential re-categorisation process ('We are all in the same group'; 1=Strong Disagree, 7=Strongly Agree) together with a visual representation of the overlap between the in-group and the out-group (see Appendix D), as well as a 7-item Likert scale item

focused on the potential 're-individuation' process ('We are all individuals'; 1=Strongly Disagree, 7=Strongly Agree).

Analysis of the manipulation check items, however, revealed that the manipulation had not been successful. The response means across the two conditions (high inclusiveness/low inclusiveness) were in line with the proposed manipulation: collapsing all three manipulation checks into single measure, those participants in the high inclusiveness condition scored higher ($M_{HGI} = 4.23$, $SE = .19$) than those in the low inclusiveness condition ($M_{LGI} = 4.1$, $SE = .13$), but the results were non-significant. Reviewing the individual check items, once again the means are consistently in accordance with the proposed manipulation: 'We are all in the same group' ($M_{HGI} = 4.29$, $SE = .22$; $M_{LGI} = 4.1$, $SE = .16$); 'How close do you feel to the charity consortium members (visual interpretation)?' ($M_{HGI} = 4.17$, $SE = .23$; $M_{LGI} = 4.09$, $SE = .16$); 'We are all individuals' ($M_{HGI} = 5.51$, $SE = .18$; $M_{LGI} = 5.39$, $SE = .13$). However, none of the measures reached statistical significance.

The failure of this manipulation could rest on several factors. At a conceptual level, it is proposed that the strength of the research group i.e. as members of a group of participants undertaking research, was potentially too strong to allow for the effective re-categorisation of group membership. This is in line with a frequent criticism made of other minimal group formation experiments (e.g. Ellemers et al., 1999). Alternatively, the contact with the out-group (the charity consortium) may not have been sufficiently elaborate (in terms of richness and duration of contact). As such, this contact failed to provide sufficient incentive for either re-categorisation or 're-individuation' to take place. At an operational level, it is also proposed that the cell sample sizes were insufficient to capture the effect at a level of significance. Finally, further work may be needed to refine the manipulation check items themselves. To reiterate, the fact that mean scores were consistently recorded in accordance with the proposed manipulation lends hope to an effect occurring, and provides encouragement for the further development of this manipulation.

5.7.2 Money to others outside of the group (PSB4)

As already documented, a fourth prosocial behaviour was conceptualised and measured within the research design. This behaviour focused on the giving of money (as the second distinct consumer resource available for exchange) to those outside of the focal in-group (the giving of money within the group was already conceptualised and measured in the intention to buy the brand; PSB2). More specifically, the experimental design involved (all) participants being informed that they had contributed more than the typical respondent, and as such were being entered into a draw to win an additional £10. Were they to win this additional fee, it would double their incentive payment for taking part in the research.

Participants were then asked if they would be willing to share this additional fee with the Charity Consortium, were they fortunate enough to win it. Participants were offered a number of scaled options regarding the additional funds, ranging from 'Me £10, Consortium £0' to 'Me £0, Consortium £10', and were asked to select one option from the table (see Figure 45). Participants were told that their choice of distribution would not affect their chances of winning the additional £10. The option to share an additional fee, not yet received, was for two reasons. First, it was considered asking participants to share their main fee, when in the middle of the task to which the fee related, would be considered unfair, and may jeopardise participant response quality throughout the rest of the survey (this concern was found to be valid in the early paper and pencil technical pilot stage). Second, concerns were raised that if the option to share fees already earned was presented, it would be too complex to control for ownership or endowment effects (cf. Kahneman et al., 1991), that is to say, the differential value placed on the fee by different participants. If this were to be the case, then measuring this fourth form of prosocial behaviour would be too complex to be done via the proposed scale item, as a fixed 'monetary value split' (e.g. Me £3, Consortium £7) would represent a different 'perceived value split' for each participant. As such, offering the opportunity to share an as yet to be earned fee was considered to be an acceptable way to mitigate for these potential endowment effects.

The results show that those participants in the sustainability goal condition were more willing, on average, to give money to the out-group ($MSG = 6.31$, $SE = .48$) than those in the normal goal condition ($MNG = 5.44$, $SE = .49$), as would be hypothesised. However, the results fail to reach significance at the $p < .1$ level ($p = .105$, one-tailed). With respect to group salience, those in the low group salience condition were, on average, willing to pledge more money to the charity consortium ($MLGS = 6$, $SE = .48$) than those in the high group salience condition ($MHGS = 5.75$, $SE = .49$). Once again, however, the results are non-significant ($p = .376$, one-tailed).

These results, despite being non-significant, at least support the theoretical foundations of this research. That is to say, where the group salience is primed, the tendency to protect, bolster and improve the group is stronger. It is proposed that this out-group derogation (in the form of not sharing resources with the out-group for fear that the out-group could develop greater positive distinctiveness as a result of this assistance), could be such a display. With respect to group goal, the result would appear to lend further support to there being some distinct mechanism at work here. That is to say, whilst it is proposed that a distinctive or novel group goal can lead to a more distinctive group (as defined in part by this distinctive or novel goal), the fact that prosocial behaviours towards the out-group would appear to be stronger and more frequent suggests a distinct process at work in the background. This extremely tentative result (accepting that there is no significance found) lends further support to the argument made previously with respect to the specific role social identification seems to play in mediating the relationships between the two manipulations and displays of prosocial behaviours. This will form a central part of the discussion that is to follow momentarily.

However, conjecture to one side, it is proposed that an overly complex and inelegant research design obfuscated the results for this particular prosocial behaviour. Upon reflection, the conceit of the proposal was almost certainly too onerous, in that it relied on a hypothetical and conditional situation i.e. 'if you were to win, would you be prepared to share?' Furthermore, this cognitively complex construction was presented to participants towards the end of what was already an unusually long and

so taxing survey instrument, thus most likely adding to the inability or reluctance to imagine the outcome and then to select a variation of that outcome. It should be noted that at no point did the survey instrument imply their chances of winning. As such, with no indication of the likelihood of securing the additional £10, it is argued that participants may have been even less likely to engage in the process. Finally, there is also an argument that participants may have felt they were potentially risking their entire earnings in engaging in this behaviour. That is to say, participants may have been concerned that any selection beyond 'Me £10, Consortium, £0' could involve them losing some of their 'primary' research incentive fee. Whilst this was not implied at any point, the conditional situation may have led to any confusion. Moreover, as the additional fee being offered was the same as the original fee (£10), this confusion may have been, in hindsight, heightened.

Overall, it is acknowledged that operationalising and measuring this particular form of prosocial behaviour is extremely important, given the stated research rationale. Considering the experimental design and the value in exploring such manipulations and momentary social identities within a field environment, these operationalisation challenges were addressed in what was considered to be the most effective way possible, whilst also being sensitive to the underlying theoretical arguments for such a behaviour, and why such a behaviour may be inhibited (e.g. endowment effects). The results do indeed offer some degree of anecdotal support for the underlying theory, and indeed that the two main manipulations potentially present two distinct routes that may be effective in promoting sustainable behaviour within consumer constituents. However, it is clear more work is required to refine this manipulation. This may involve both 'de-cluttering' the operationalisation of the behaviour and its measurement, and indeed increasing the sample size in order to more effectively identify any small-scale effects. Both of these options are discussed more fully within the following chapter.

5.8 Summary and conclusion

In addition to reviewing the manipulation checks, this chapter has reviewed the three sets of results: *main effects*, *indirect effects I* and *indirect effects II*.

First, the results relating to what are termed the main effects are recorded. These results relate to the main manipulations of group salience and group goal, and the subsequent effects on both prosocial behaviour displays (H_{1-6}), as well the consumer-brand relationship, as measured by an amended version of brand attachment ($H_{7,8}$). The analysis involved ANOVA and ANCOVA analyses via SPSS, where in each instance, covariates included perceived time pressure, as well as the other principal manipulation (so salience when looking at goal effects, and vice versa).

In the clear majority of cases, the results support these hypotheses (H_{1-6}), and the overall proposition that contextual factors such as group salience and group goal can strongly influence the level and frequency of prosocial behaviours. As the main rationale for this research is to explore alternative - and potentially easier - routes for all brands and their owners to engage consumers in behaviours that could be considered more sustainable, it is proposed these results are substantive and encouraging.

In addition, considering the many cases of 'backfire' effects from attempting to encourage these behaviours amongst consumers (e.g. Luchs et al., 2010; Osterhus, 1997), these main effects also looked at the effects of these manipulations on the consumer brand relationship ($H_{7,8}$). Once again, the results are revealing and encouraging. Whilst many caveats exist (and will be discussed fully within the following chapter), these results suggest that engaging consumers in tasks that relate to specific goals can lead to a stronger relationship between the brand and those within the group. This effect is particularly interesting, considering the experimental nature of the brand in question i.e. no pre-existing exposure to, or relationship, with the consumers involved.

Recognising that group membership can be allocated up to a point by the convening body (in this case, the brand and the research company), and that a deeper level of psychological commitment to the group rests solely with the individual (cf. Brewer, 1991), results have also been presented that test the hypotheses relating to the potential mediating effect of social identification (as a justified construct for this psychological commitment) on the relationships between the main manipulations of group salience and group goal, and the prosocial behaviours (hypotheses H₉₋₁₄).

Across all prosocial behaviours (including behaviours towards out-group members; PSB3), the results provide strong and consistent support for the argument that whilst group salience and group goal can both lead to increased levels of prosocial behaviour, the mechanisms by which they do this may be different. Exploring the role of social identification in these relationships, it is proposed, reveals this distinction.

Briefly, it is proposed that group salience, as a route to prosocial behaviour, is largely dependent on the individual developing a stronger level of psychological commitment to the group, but that group goal priming would appear not to be so reliant on such a process occurring at the individual level. This interesting distinction will be fully discussed within the next chapter.

In addition, the potential mediating effect of social identification on the relationship between the main manipulations and the measure of the consumer-brand relationship is also reported (H_{15, 16}). Once again, the evidence suggests a fundamentally different role for the two main manipulations in terms of building the consumer-brand relationship. Specifically, in the condition of the group salience manipulation, social identification with the group would appear to be very important in terms of building a strong relationship between the consumer and the brand. With all of the mediating effect hypotheses (both indirect effects I, H₉₋₁₄; and indirect effects II, H_{15, 16}) it is acknowledged that the social identification measure has been collapsed from three distinct components (self-categorisation, affective commitment and group-based self esteem). Within the following section, and in order to explore the effect of social identification in more detail, additional exploratory analysis will be made of the

effects of the main manipulations on the distinct components of social identification. For reader convenience, a full table of results is presented below (Table 11)

Table 11. Summary of all results

Hypothesis	Result	Notes*
Main effects		
H ₁ : An increase in group salience has a positive effect on the giving of time to the brand (PSB1).	Supported	p<.05
H ₂ : An increase in group salience has a positive effect on the giving of money to the brand (PSB2).	Not Supported	F<1
H ₃ : The giving of time to the brand (PSB1) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.	Partially Supported	p=.083
H ₄ : The giving of money to the brand (PSB2) is significantly greater in groups whose goal is specifically prosocial, than for those whose goal is not.	Supported	p=.018
H ₅ : The giving of time to others beyond the group (PSB3) is significantly greater for groups whose goal is specifically prosocial, than for those whose goal is not.	Supported	p=.000
H _{6b} : The degree of group salience has a direct negative effect on the giving of time to others (PSB3).	Partially Supported	p=.082**
H ₇ : Higher group salience has a positive direct effect on brand attachment.	Not Supported	F<1
H ₈ : Brand attachment is stronger for groups whose goal is specifically prosocial, than for those whose goal is not.	Supported	p=.007
Indirect effects I		
H ₉ : Social identification with the group mediates the relationship between group salience and the giving of time to others/brand (PSB1).	Supported	[CI] [19.91 - 212.67]***
H ₁₀ : Social identification with the group mediates the relationship between group salience and the giving of money to others/brand (PSB2).	Supported	[CI] [.1442 - .6696]
H ₁₁ : Social identification with the group mediates the relationship between group goal and the giving of time to others/brand (PSB1).	Supported	[CI] [1.4418 - 122.2715]
H ₁₂ : Social identification with the group mediates the relationship between group goal and the giving of money to others/brand (PSB2).	Not Supported	[CI] [-.0204 - -.4739]
H ₁₃ : Social identification with the group mediates the relationship between group salience and the giving of time to others beyond the group (PSB3).	Supported	[CI] [.0088 - .2361]
H ₁₄ : Social identification with the group mediates the relationship between group goal and the giving of time to others beyond the group (PSB3).	Not Supported	[CI] [-.0035 - .1610]
Indirect effects II		
H ₁₅ : Social identification with the group mediates the relationship between group salience and brand attachment (BA).	Supported	[CI] [.2830 - 1.4178]
H ₁₆ : Social identification with the group mediates the relationship between group goal and brand attachment (BA).	Not Supported	[CI] [-.1215 - .8616]

* Results reported as one-tailed tests due to directional hypotheses

** Two-tailed test reported due to non-directional hypothesis

*** Confidence interval [CI] 90%

Finally, this chapter has returned briefly to the two constructs that were omitted from the main analysis, namely prosocial behaviour 4 (money to others outside of the group), and group inclusiveness. To reiterate, these constructs and measures have been moved to one side of the main analysis, due to operationalisation challenges. However, considering their importance to the informing theory and the rationale for the research, attention has been given to them once again, this time in the results chapter, to ensure their justified presence in the subsequent discussion chapter. Specifically, it is proposed that an important avenue for further research will be trying to find an effective way to explore both of these constructs within a similar field experiment context. Again, further discussion is devoted to this challenge momentarily.

6. DISCUSSION AND CONCLUSIONS

6.1 Introduction

Sustainable and responsible consumer behavior represents an important area in which business and consumers need to collaborate in order to evolve new products and services that meet increasingly stringent social and environmental criteria. Yet much of the research in this field continues to be built on the assumption that we need to awaken or activate a specific values schema within each independent consumer, in order for them to engage in such behavior. Whilst such an approach may be effective for a few, it most likely will not be effective for the many.

Instead, this thesis has explored the possibility that an alternative - and more accessible - route to secure such behaviors on a larger scale may be found in the more self-centered desires for group membership and for the opportunity to garner positive distinctiveness through that membership, as well as the influences these group structures can exert on those members.

Having presented the results for the proposed hypotheses in the previous chapter, this chapter will now discuss the results as they relate to the research question and objectives. In keeping with the delivery of the conceptual model, the hypothesis development and the results, this chapter will discuss: the results relating to the manipulation of group salience and group goal (*main effects*); the results relating to the mediating effect of social identification on the manipulations and resultant prosocial behaviours (*indirect effects I*); and the results relating to the mediating effect of social identification on the consumer-brand relationship, brand attachment (*indirect effects II*). This chapter will then detail the proposed contributions to both theory and practice. Finally, this chapter will acknowledge the limitations of the research, and propose a series of recommendations for further research (including possibilities to more effectively explore the 'marginalised' constructs, namely group inclusiveness and the giving of money to others outside of the group; PSB4).

6.2 Main effects

6.2.1 Introduction

Within an experimental setting, this study has set out to explore the potential effects of group influence on levels of prosocial behaviour displays by those within the group. Specifically, the group context has been manipulated in terms of group salience (the awareness of group membership) and group goal (the stated ambition or purpose of the group). The prosocial behaviours identified within the experimental setting involve the exchange of either time or money, as resources available to the consumer. A distinction has been made between prosocial behaviours that are extended towards those within the group (PSB1, 2), and behaviours that are extended towards those outside of the group (PSB3). In addition, the research has explored the effects of these manipulations on the consumer-brand relationship.

6.2.2 Group salience and in-group prosocial behaviours (PSB1, 2)

6.2.2.1 Time to others (the brand): PSB1

Turning first to the effects of group salience, the results support the principal hypothesis that temporary group formation - and membership of this group - can lead to higher levels of prosocial behaviour. Specifically, in this instance, the results show that consumers who are assigned to a group on minimal criteria (and in actual fact, no criteria at all) are prepared to spend more time engaged in tasks relating to the brand. This proposed relationship is well supported within the extant literature on social identity theory (Tajfel & Turner, 1979), where it is suggested that membership of the group leads to members then attempting to both further improve the positive distinctiveness (Tajfel, 1982) of the group (vis-à-vis the out-group), and to positioning themselves as central (prototypical) to that group. Both of these effects relate to the pursuit of what Tajfel terms the meta-contrast ratio (see Section 2.5.4); that is, minimising both the intra-group contrasts and the contrast between the individual and the stereotype, and the inter-group similarities.

On the one hand, the results from this experiment are to be expected. In this specific instance, the group was formed on certain *perceived*³¹ criteria that were selected to be highly salient considering the research context i.e. creative and lateral thinking skills in connection with reviewing and offering detailed feedback on a number of marketing initiatives. As such, it is to be expected that in trying to garner further positive distinctiveness for the group on the very dimensions that define the group, members commit more time to this specific task, since more time committed suggests a stronger exercise of their (very likely new-found) skills.

However, on the other hand, it is argued these results are revealing. In this instance, a minimal group was primed in a far more natural context. Typically, such minimal group structures, and their associated social categories and identities, are generated within highly controlled laboratory conditions, where other potential competing social identities are suppressed or marginalised, through this specific context (cf. Ellemers et al., 1999). Conversely, where group membership and social identity salience is manipulated within more natural settings, these groups and identities tend to be pre-existing, well-established structures that are primed in that context (e.g. Bergami & Bagozzi, 2000; Levine et al., 2005; Mael & Ashforth, 1992; Tidwell, 2005), and so are arguably better equipped to 'fend off' competing social categories.

In this instance, the research has shown that such context-specific identities can be primed and influential in not only a more natural environment (normal market research), but also one in which the associated group only exists at best virtually (i.e. no intra-group face to face contact) and at worst spuriously (i.e. no intra-group contact whatsoever). That is to say, not only can these 'pop up' identities exist within highly controlled laboratory conditions, but also they appear also to be able to thrive 'in the wild'. Moreover, consideration should also be given to the convener of the group, namely the brand. In this instance, the participants had never seen the brand prior to the research, yet it still appeared to be sufficiently potent to allocate membership to the group, and for those within the group to accept the membership criteria. This adds

³¹ Although no such competencies were actually identified, and participants were allocated at random.

further support to the argument that such a 'pop up' group identity is robust in this context.

6.2.2.2 *Money to others (the brand): PSB2*

An interesting discussion can also be had around the non-significant result regarding group salience and its influence on participants' willingness to buy the brand (PSB2). Although non-significant, the results do show that those in the high group salience condition are more likely to buy the brand ($M_{HGS} = 4.98$, $SE = .21$), than those in the low group salience condition ($M_{LGS} = 4.77$, $SE = .21$). This lack of significance could certainly mean this direction is purely accidental. However, considering the broadly consistent results across all of the experiments, this (non-significant) may be due to some other factor.

First, it could be due to insufficient cell sample sizes ($n_{LGS} = 62$, $n_{HGS} = 59$). Second, it may be due to a more interesting reason, namely that the group in this context also primes certain personal resources to be more valuable than others. That is to say, in this context *money* is broadly of the same value, irrespective of participant (no price point was given for the branded drink, and its price was very unlikely to be at a level that would reveal personal income concerns etc.). However, *time* is arguably perceived as being more valuable for those in the high group salience condition, because giving more time allows them to exercise their group-defining capabilities (creative and lateral thinking) to greater effect. As such, it is proposed that PSB1 (time to brand) may have been construed as a more effective way to secure greater positive distinctiveness for the group, since time allowed them to 'lavish' their skills on the tasks in hand. Money, by comparison, may have been considered a resource entirely independent of the group identity, and so less effective in further distinguishing the group.

It is acknowledged that this distinction between the perceived value of each resource is untested in this context. However, it does raise an interesting question: can the defining criteria of these 'pop up' groups influence the willingness to exchange specific resources in these prosocial acts? Indeed, the psychological factors that

influence the giving of money versus time are noted within the literature (e.g. Reed et al., 2007; Bendapudi et al., 1996). However, the literature focuses on overt charity appeals (as opposed to more subtle forms of prosocial behaviour), and on permanent or stable psychological factors (as opposed to more transient, context dependent factors).

A third possible explanation for the non-significant result regarding group salience and PSB2 (buy the brand) focuses on the distinction between loyalty to the *group*, and loyalty to the *brand*. Again, considering the specific context of the research, it can be argued that giving time to the brand (PSB1) is beneficial to the group, since it reinforces the defining criteria of the group i.e. more time spent, allows for stronger displays of creative and lateral thinking, which bestows further positive distinctiveness upon the group. However, giving money arguably only benefits the brand (although it is still considered a prosocial behaviour, as the participant cannot actually consume the product, and the request is made in relation to *if* the brand actually ran the initiative i.e. would the positive effects of the initiative encourage you to buy the brand?). As such, if the brand is not considered a 'member' of the group, then this may explain why a prosocial behaviour was not extended to the brand: the brand is potentially an out-group. This discussion point will be returned to later, both when discussing the group salience brand attachment relationship, and also the mediating effect of social identification on that relationship.

Interestingly, the experimental design also provides novel support for a characteristic of social identity formation and subsequent behaviour that is well documented within the extant literature, namely that social identities are still active even when the individual is arguably shielded from the actual presence of the group. Oakes et al. (1991), and David and Turner (1999), show that even when options are presented in isolation, subsequent decisions and behaviours will still align with the primed social identity, even though the group member is, to all intents, an individual when making the decision or enacting the behaviour. Once again, the extant research explores this aspect of the social identity phenomenon within a controlled laboratory condition. In this context, however, the research shows that the potency of the 'psychological group'

would seem not to diminish, even in a more individualistic and natural (non-laboratory) environment.

6.2.2.3 Group salience in-group behaviour summary

The results with regard to group salience manipulation and the displays of prosocial behaviours toward the in-group ($H_{1,2}$) are revealing. More specifically, they provide support for the proposition that momentary, or context-driven social identities and groups have the potential to influence certain prosocial behaviours. Importantly, these behaviours are influenced within a far more natural consumer environment (as opposed to a laboratory condition), and the group is primed remotely and by a convening entity that has no authority or pre-existing relationship with the participants to convey legitimacy. As such, these results lend support to a wider argument that rather than only occurring within long-standing, well-resourced and heavily-ritualised community settings (cf. McAlexander et al., 2002; Muniz Jr. & O'Guinn, 2001; Schau et al., 2009), such behaviours may be elicited via far more basic (and accessible) means. That is to say, such behaviours may emerge within group structures that are just as much a 'commodity' as 'premium'.

6.2.3 Group goal and in-group prosocial behaviours (PSB1, 2)

The results of manipulating group salience provide a number of findings worthy of discussion. The results with respect to the group goal are also noteworthy.

First, it can be seen that the manipulation of group goal has a significant effect on the levels of prosocial behaviour, but this effect is the reverse of that seen within the group salience manipulation. That is to say, PSB2 (buy the brand) is significantly higher in the sustainability goal condition, but the propensity to engage in PSB1 (time to brand) is only marginally significant (at the $p < .1$ level).

Nevertheless, there are clear and consistent trends within the results for this manipulation that would appear to support the proposition that a distinctive group

goal adds to the distinctiveness of the group and, as a result, members of that group pursue strategies to both improve the social standing of that group (cf. Tajfel & Turner, 1986), and indeed their position within that group (Turner, 1985); that is to say, a combination of both belonging (to the group) and being unique (within the group) (cf. Brewer, 1991). Moreover, if the proposition from the previous section (regarding the relative values of each exchangeable consumer resource) is extended, then this reversal of behaviours is plausible, in that in this particular group, there are no distinctive skills or capabilities presented as criteria for membership. As such, it can be argued that in the absence of such skills, money may revert to being the most valuable and salient resource to give (e.g. Foa & Foa, 1980). Hence, in the group goal condition, the distinctive goal setting results in significantly higher levels of willingness to buy the brand, as that is seen to be the most effective way to garner positive distinctiveness for the group, and those within it.

6.2.4 The need for an out-group?

However, there is one important question that should be raised regarding the potential effect of a distinctive group goal priming a group identity, namely the presence of an out-group. In the high group salience condition, specific references were made to those who were undertaking the research, but were not in the '20/20 Creative Vision Group'. Those who were in the group were very aware of their status and distinctiveness vis-à-vis an out-group that consisted of all those others who were undertaking the research, but had not performed so well on the pre-tasks. Thus the in-group/out-group boundary was primed from the outset.

This, however, did not happen in the group goal manipulation. At no point were participants in one condition made aware of others within another condition: all those in the sustainability goal condition were led to believe that this was the only goal of the research (in line with the wider ambition of the brand), and vice-versa. As such, the only out-group for these participants was arguably 'any other person'. It is acknowledged that the nature of the research (somewhat 'chatty', collaborative and co-

creative in nature) may have contributed to an in-group identity for those across the goal manipulation (i.e. we are all in this together, and we want your help, please). Indeed, there is empirical support for such 'openness' from the research entity eliciting similar levels of openness or intimacy from the participants in return (Joinson, 2001; Moon, 2000), which could prime a degree of in-group identity. However, the absence of a specific out-group, as well as the differences in prosocial behaviour types, prompts the question as to whether an alternative mechanism may be operating in this context. That is not to say that group influences are not in action, but rather that the sources of those influences may not necessarily emerge from explicit group membership.

6.2.5 Group salience, group goal and time beyond the group (PSB3)

This discussion would appear to be further warranted when looking at the differences between the two main manipulations and subsequent displays of prosocial behaviour 3 (giving time to others outside of the group; PSB3).

In the case of group salience, two rival hypotheses have been presented: that high group salience leads to a clear identification with a similar out-group (through clearly shared opinions and threats; cf. Rabbie & Horwitz, 1969; Sole et al., 1975) and so helping behaviour increases; or alternatively that high group salience demands constant attempts to maintain positive distinctiveness, which in turn involves a degree of out-group derogation (cf. Tajfel & Turner, 1986) as one particular route to such distinctiveness. The results present partial support for the alternative hypothesis (H_{6b}).

However, if group salience and membership leads to out-group derogation, then this potentially fails to explain why those in the sustainability goal setting *do* extend significantly higher levels of prosocial behaviour towards the out-group.

One plausible explanation for this potentially contradictory effect focuses on the means by which the group is defined. For the high salience group condition, the group is defined and primed on specific capabilities (being particularly good creative and

lateral thinkers), whereas for the sustainability goal condition, it is argued the group is defined by its distinctive and novel goal. More specifically, in the case of the sustainability goal condition, the identity is linked to an *overt* prosocial (sustainable) purpose, whereas in the high group salience condition, the prosocial behaviours emerge as it pursues its *own purpose*. Put another way, acting prosocially is an end in itself for the sustainability goal condition, whereas acting prosocially is a means to an end for the high group salience condition. This may offer an explanation as to why PSB3 varied significantly across the group goal conditions, but not across the salience conditions: those in the sustainability goal condition needed to continue to act prosocially in order to preserve - and strengthen - the identity of the group. This would suggest something of a dilemma for the sustainability group goal condition: continue to act in accordance with the group characteristics (and so further distinguish the group on this dimension), but at the same time risk losing distinctiveness, as the contrasts with a now clear out-group (in the shape of the charity consortium) diminish; or maintain the in-group out-group contrast but, in doing so, risk failing in a behaviour that defines the group (being sustainable and prosocial).

However, if this point of tension did exist within the sustainability goal condition, it is suggested it would be evident within the results for the hypothesised relationship between group goal and PSB3. That is to say, the antagonistic relationship would present as a marginally significant result. However, the results show a highly significant effect ($F(1, 116) = 13.19, p < .001$), implying no such tension. An alternative explanation is now offered.

6.2.6 Social identities or social norms?

It is proposed that the group goal manipulation created not a social identity influence, but a normative influence. That is to say, the provision of a specific goal for the research created and primed a norm for those involved. The field of social influence theory has attracted a considerable amount of research focus, and although it is addressed to a degree within the literature review since it sits very much alongside

social identity theory (see Section 2.5.7.1), it is acknowledged that this research project has focused on social identity-led group-based influences. However, it is proposed the results from this research point sufficiently clearly towards norm formation as a second mechanism, and as such, the field warrants further discussion.

To reiterate, two distinct types of social norm have been conceptualised and supported empirically within the extant literature - descriptive norms, and injunctive norms (Cialdini et al., 1991, 1990). A descriptive norm draws attention to what is the typical behaviour i.e. it describes what actually happens. An injunctive norm, on the other hand, draws attention to what is the ideal behaviour i.e. it describes what society would like to happen. Research has identified that these norms operate under different conditions, and have very different effects on those who are exposed to them (White & Simpson, 2013). Importantly, identifying a distinction between the two types of social norm has, it is argued, gone a long way in resolving many of the apparent inconsistencies in broader social influence theory; different norms can sometimes exhibit an antagonistic relationship (Goldstein & Mortensen, 2012). So if two are primed simultaneously, the result can often be negligible due to a canceling out or boomerang effect (Cialdini et al., 1991).

In this instance, it is argued that the group goal manipulation itself primed an *injunctive norm* i.e. that a sustainable outcome was wanted and considered important. However, when participants were being briefed prior to the review and feedback section of the research (just before they were able to see the initiative), it is argued the supporting materials (in the form of the three PDF reference articles), created a second norm, in this case, a *descriptive norm*. This occurred, potentially, since the materials provided proof for what was happening i.e. they described typical or common behaviour. Thus in this instance it is plausible the combination of the group goal manipulation, together with the presentation of the supporting materials, resulted in consistent and coordinated descriptive and injunctive norms being established for those in the sustainability condition. More specifically it is indeed the novelty and distinctiveness of the goal that may have helped prime the injunctive norm for the sustainability goal condition. Furthermore, if the argument is accepted that the group

goal manipulation was in fact creating and priming a social norm (rather than a group identity), this could explain why strong group goal manipulation effects were recorded even though there was no clear out-group for the in-group to focus on (and try to differentiate against; see Section 6.2.4): no in-group, out-group dynamic is needed for social norms to apply influence (Goldstein et al., 2008).

This proposition - that one of the manipulations of the experiment primed an injunctive norm, followed by the creation of a descriptive norm as a result of the pre-initiative support material - is considered valid and worthwhile, since the social influence literature notes that whilst social norm formation is well documented, there is a paucity of research around the concept of a 'contextual' norm; specifically, a norm that is context dependent, rather than more socially based (Goldstein & Mortensen, 2012). It is proposed that this is what occurred in this instance: that the combination of goal and supporting material created a norm within a very specific context (that context being market research that was focused on co-creation with the consumer). This point will be returned to when discussing recommendations for further research.

The distinction between social norm influence, and social identity influence is somewhat blurred and varied, with two very considerable bodies of literature sitting side by side. It is not the intention of this thesis to try and merge these two areas as part of this discussion, but instead to draw attention to the possibility of using social influence approaches *alongside* the focal areas of social identity and group identity formation, to create a richer and more flexible behaviour change toolbox for marketers. That said emerging research is starting to create stronger links between these two interesting and highly influential domains, drawing attention to the different conditions under which injunctive and descriptive norms have maximum influence. It has recently been shown, for example, that normative influence is strongest when applied in a collective (group) context (White & Simpson, 2013). As such, whilst group goal may have been priming an injunctive norm (and later, a descriptive norm), its effect on the behaviours of the participants may have been due, in part, to the fact that participants were 'experiencing' the norm in a collective context (that is to say, as a group of anonymous individuals taking part in market research exercise).

6.2.7 Easy come, easy go? Decay rates for prosocial behaviours

The results of this experiment regarding the creation of prosocial behaviours within such novel 'pop up' group contexts provide a rich and positive response to the research question.

However, considering the relative ease that these prosocial behaviours can be encouraged prompts an additional question: if these behaviours can come so easily, do they also go as easily? Certainly one argument for the more established route to trying to establish these behaviours via values, perspective taking and altruism may be that once established, the behaviours may last for longer (due to the effort and commitment to adjust the attitudes, intentions and behaviour in the first place). Despite the importance of this question, within the research presented here, only one aspect of the design presents an opportunity to explore any potential decay rate for prosocial behaviour brought about by group influence: only money to brand (PSB2) is measured twice - after each of the initiative reviews. As such, it is possible to look at the measures of willingness to buy the brand on the second occasion, to at least start to explore this aspect of prosocial behaviour. After the second initiative review the group salience manipulation fails to generate a significant result across the conditions (the high salience condition is marginally more willing to buy the brand; $M_{HGS} = 4.54$; $M_{LGS} = 4.51$). The group goal manipulation generates a partially significant result across the conditions ($F(1, 116) = 3.59, p < .06$). As such, whilst the results are in accordance with the main results, there would appear to be a reduction in the effect of the manipulations. It is acknowledged, however, that this is just as likely due to participant fatigue or the repetitive nature of the survey at this point. Indeed these negative fatigue and repetition effects may have contributed to the results relating to omitted fourth prosocial behaviour - money to others beyond the group (PSB4; see Section 5.7.2).

6.2.8 Brand attachment

Exploring the relationship between the brand and the consumer in the context of encouraging prosocial behaviours is an important part of this research, since there is a strong body of literature that highlights the potential relationship challenges and pitfalls of business engaging in such a strategy (e.g. Kilbourne & Pickett, 2008; Luchs et al., 2010; Osterhus, 1997). The results from this experiment show that under certain conditions, encouraging these behaviours can lead to a stronger connection between the brand and the consumer. In the case of group salience, whilst brand attachment increases with salience ($M_{HGS} = 7.12$; $M_{LGS} = 6.71$), the result is non significant ($p=.37$)³². However, the group goal manipulation does support the argument that an overt sustainability objective leads to significantly higher levels of brand attachment ($M_{NG} = 6.36$; $M_{SG} = 7.49$, $p=.007$; H_8). That said, it is recognised considerable caveats exist here: the brand in this instance was experimental, had a specific proposition, and was in a specific category. So whilst it appears an overt campaign or context-specific goal can lead to a stronger relationship with the brand (as opposed to potentially re-orienting the positioning of the brand itself around such a purpose; Luchs et al., 2010), additional research is certainly necessary to further explore and control for these factors.

6.2.9 Interim conclusion 1

Considering the main aim of the research was to explore whether prosocial behaviours could be generated through group influence processes, the results of the main effects with relation to these prosocial behaviours are particularly encouraging. Not only have prosocial behaviours been seen to increase significantly under the two main manipulations but this has been done via a novel and temporary group identity rather than with a pre-existing, established identity. Thus the research shows that such minimal and temporary constructions can be used very effectively even within a far

³² Reported as two-tailed.

more natural context. That is to say, to be primed and influential with consumers, group structures need to be targeted and salient, but not necessarily elaborate (hence the term pop-up). Moreover, the results support the argument that these pop-up group structures can be created remotely and with a minimum of infrastructure, and by brands that have no pre-existing right or sense of legitimacy to do this.

In addition, the main effect results lend considerable support to the argument that this research has identified two distinct mechanisms for encouraging prosocial behaviour: *social identity influence* (via group creation), and *social norm influence* (via context-specific descriptive and injunctive norm creation). More specifically, social identity influence appears to be very effective in encouraging within-group prosocial behaviours, and social norm influence more effective in encouraging between-group behaviours. This is in accordance with the extant literature, but potentially extends the literature, through generating both of these effects via a novel influence vehicle (group salience, group goal) and within a more natural context. As such, it is proposed more accurate terms for these effects may become in time (and with further research) *context identity influence* (rather than social identity); and *context norm influence* (rather than social norm influence). To clarify it is the fact that these novel influence mechanisms were built and primed within a field experimental design, rather than under laboratory conditions that justifies the use of the term 'context'.

It should also be noted that in both manipulated conditions, the behaviours are essentially shielded from others taking part in the research (and so to all intents and purposes, represented private behaviours), yet the influence effects are still recorded. This supports the extant literature's position that social identities and social norms can still exert influence even in moments of private decision-making and behaviour (e.g. Reed, 2002; Schultz et al., 2007), and in this particular case, a very temporary and context-specific identity and norm seem also to be able to achieve this effect.

Reed (2002) proposes that social identities only influence private behaviours when those social identities are aligned with specific aspects of the personal identity i.e. there is an 'intrapyschical motivation' (Reed, 2002, p.258) to behave in accordance

with the social identity, (as opposed to an impressions-management motivation). These terms are similar to 'self-enhancement motives' versus 'self-referencing motives' for social behaviour (Escalas & Bettman, 2003).

This raises an interesting question: as participants were assigned to the '20/20 Creative Vision Group' at random, why were behaviours in accordance with the characteristics of this group recorded, even when such behaviours were in essence private?

It could be argued that the traits bestowed upon the members of this group (creative and lateral thinking skills) were positive and that the participants accepted them as being a part of their personal identity, as such an acceptance was personally rewarding (and most likely not challenged on normative grounds by the personal identity). If this were the case, it would be interesting to explore whether those participants then performed *more effectively* on creativity and lateral thinking tasks as a result of accepting the qualities bestowed upon them. Indeed, there is some literature that explores a related phenomenon, specifically the exposure to brand personality types and subsequent behaviour in accordance with that personality type, reporting such 'ability-changing' behaviours (Fitzsimons et al., 2008).

Finally, it is also proposed that the effects recorded within the main manipulations lend further support to the argument that once within the group environment, the process by which members accept and become a part of the group is one of de-personalisation, rather than de-individuation (Reicher et al., 1995). It is argued this distinction is made clearly within this research, since not only are distinct behaviours identified across the different conditions, but that participants are anonymous going into the process. That is to say, were they de-individuating within the group environment, then this process would be dramatically assisted via the taking away of any personal identity within the research context. However, the results show that despite this level of anonymity, participants are significantly influenced in their behaviours by the characteristics of the group context.

Acknowledging that there is a specific process by which the individual de-personalises and becomes psychologically committed to the group now prompts a discussion around the results relating to the mediating effect of social identification (as the committed state) on the relationship between the main manipulations, and the prosocial behaviours. The following section, then, discusses the results labeled *indirect effects I*.

6.3 Indirect effects I: The role of social identification

Priming the group and allocating members to it is under the control of the brand, and will result in a superficial level of perceived group membership. However, the process by which the individual makes a psychological commitment to (socially identifies with) the group is completely separate, and is under the sole control of the individual (cf. Brewer, 1991). Consequently this research has explored the potential mediating effect of social identification (as a representation of the psychological commitment) on the relationship between the main manipulations (group salience and group goal) and the prosocial behaviours. To reiterate, the single social identification variable has been derived from collapsing the three components of social identification (self-categorisation, affective commitment and group-based self-esteem) (Bergami & Bagozzi, 2000; Ellemers et al., 1999).

6.3.1 Social identification, group salience and PSB1

Focusing first on the in-group directed prosocial behaviours (PSB1, 2) the results show that social identification does mediate the relationship between group salience and both of these prosocial behaviours.

More specifically, in the case of PSB1 (time to brand), when the effect of social identification is controlled for, the effect of group salience on the behaviour reduces. In the context of encouraging such behaviours, group salience per se, then, should not

be the sole objective of the brand in this instance, but that a psychological commitment to the group should be encouraged in order for the group to more effectively influence this prosocial behavioural outcome.

A question then arises as to what characteristics of the group identity lead to higher levels of social identification? In this particular instance, the key characteristic of the group identity was a skill or capability, and it is suggested that recognising a new and distinct capability is welcomed by the individual, hence the psychological commitment. That is to say, with the group being convened around a specific skill (and the ability to use that skill), and with participants willing to accept and act in accordance with this new skill, there was most likely individual and group-level objective matching or goal congruence (Lee & Aaker, 2004; White, MacDonnell & Dahl, 2011; White & Simpson, 2013).

6.3.2 Social identification, group salience and PSB2

The mediating effect of social identification on the relationship between group salience and prosocial behaviour 2 (money to brand) is also significant³³. In this instance, it can be seen that when social identification is controlled for, the relationship between group salience and PSB2 switches from being positive, to negative. Thus, it is argued that if the brand is to be recognised as a valid member of the in-group (and so benefit from in-group directed behaviours), it is important that others are also psychologically committed to the group.

Initially, it was argued that the non-significant result of group salience on PSB2 (H₂) hinted at the risk of the brand not being a member of the focal in-group (i.e. the group it has convened), with participants then showing a commitment to the group, but not to the brand (cf. Marzocchi, Morandin, & Bergami, 2013). However, after reviewing the mediation effect of social identification on this relationship, it is proposed that it

³³ Even though the direct (main) relationship (H₂) is non-significant.

may not necessarily be a case of the brand not being a member of the focal in-group, but rather others not (yet) being a member of the group. As such the risk may lie as much in not having consumers within the in-group, as it does in not having the brand earn access to the group.

6.3.3 Social identification, group goal and PSB1

Turning to group goal, and the potential mediating effect of social identification on the relationships with PSB1 and PSB2, social identification significantly mediates the relationship between group goal and time to the brand (PSB1). More specifically, when social identification is controlled for, the effect of the group goal manipulation on PSB1 reduces. The significant mediating effect of social identification on this relationship supports the argument that even though it is argued that group goal primes a social (injunctive) norm, rather than a social category, such norms are more influential when experienced within a collective (or group) setting (Cialdini, Kallgren, & Reno, 1991; Cialdini, Reno, & Kallgren, 1990; White & Simpson, 2013). Consequently, the reduction in the effect of the group goal manipulation when social identification is controlled for, appears to be in line with this proposal: as those participants within the sustainability group goal condition fail to form the psychological commitment to the group, so the effect of the injunctive norm weakens. As a result, even though two approaches to stimulating prosocial behaviours within a group context have been identified, it would appear sensible to consider them not as wholly distinct, in that within a novel field context, normative influence is potentially linked in some way to a level of social identification with the group.

6.3.4 Social identification, group goal and PSB2

With respect to group goal and money to brand (PSB2), social identification does not mediate this relationship. It is suggested this effect is absent in this instance due to the

prosocial behaviour requiring the exchange of *money*, and that the exchange of this resource is in some way different to the exchange of *time* (as the alternative resource). Such a distinction has been identified and discussed within the literature (Reed et al., 2007), and it is suggested here that money may be seen as a more 'impersonal' resource (rather than the commitment of time, and the associated processes e.g. attention, reflection and feedback). As such, encouraging this behaviour may not require such strong normative influence, and by association, the same level of collective or group commitment may not be required to elicit this less personal prosocial behaviour. These various propositions will be returned to within the subsequent section on recommendations for further research.

6.3.5 Social identification and PSB3

6.3.5.1 Group goal and PSB3

Turning to the mediating effect of social identification of the relationship between the main manipulations and time to others outside of the group (PSB3), social identification does not mediate the relationship between group goal and PSB3. This result further supports the argument that the group goal manipulation has created a social (injunctive) norm for those in the sustainability goal condition and, as such, displays of prosocial behaviour towards the out-group are not 'hindered' by identification with the in-group, and the subsequent behaviours to derive positive distinctiveness for that group. It is also proposed that this injunctive effect is further strengthened, both by the injunctive conditions being reinforced over the two initiatives (PSB3 was measured after the second initiative) and by the creation of a descriptive norm (through the supporting material for the initiatives), again reinforced over the two initiative set-ups, prior to the measurement.

6.3.5.2 *Group salience and PSB3*

Social identification does, however, significantly mediate the relationship between group salience and PSB3. More specifically the analysis shows that when social identification is controlled for, the effect of group salience on PSB3 becomes more negative. At first glance, this effect would appear to contradict social identity theory. Specifically, social identification with the group would appear to partly ameliorate the out-group effect (reducing the negative relationship). However, social identity theory would argue in this context that such a commitment to the in-group should provoke behaviours to further distinguish the in-group from the out-group, (which would certainly not include helping behaviours). In this situation, controlling for social identification would reveal a lessening of the negative effect, which is the opposite of what is seen here. One plausible explanation is explored for discussion.

Whilst the main effects results do show a decrease in helping behaviour towards the out-group as a result of this manipulation (as shown in the partial support for H_{6b}), it is suggested the specific request made of those participants within the high group salience condition may have created a dilemma. Specifically, participants were being asked to give more of their time, to help the out-group (the Charity Consortium) with further research. It has already been argued that the criteria for forming the group (possessing superior creative and lateral thinking skills), could have made the exchange of time as a resource a more effective way to both distinguish the group and those within it, since giving time involves exercising these (superior) skills.³⁴ As such, asking participants to exercise these skills yet again (albeit for the benefit of the out-group) presents the dilemma, in terms of helping the out-group (and so potentially reducing in-group out-group distinctiveness), but also further demonstrating the unique capabilities of the in-group (thus potentially increasing in-group out-group distinctiveness). Specifically, it is suggested here that the results of this mediation analysis may reveal this antagonism between the possible behaviours, in that whilst the main effect is to derogate the out-group (as is seen in the partial support of H_{6b}),

³⁴ In other words, time allows for other, more personal or self-reflective resources (skills) to be exchanged (cf. Foa & Foa, 1980).

higher levels of social identification (psychological commitment) with the group may result in members choosing to pursue the strategy that further demonstrates their group-defining skills (creative and lateral thinking) and could lead to both more positive distinctiveness for the group, and their being able to move further towards becoming the prototypical member of the group.

6.4 Indirect effects II: The drivers of brand attachment

In addition to looking at the mediating effect of social identification on prosocial behaviours, this research has also explored its mediating effect on brand attachment, as a measure of the consumer-brand relationship.

6.4.1 Group goal and brand attachment

The results show whilst group goal significantly influences levels of brand attachment (H_8), social identification does not significantly mediate the relationship between group goal and brand attachment. Thus it is proposed that the normative influence (both injunctive and descriptive) of the group goal manipulation in some way directly influences participants to develop a stronger relationship with the brand, irrespective of their level of psychological commitment to the group.

One possible explanation of this effect could be that the brand is identified as 'embodying' the injunctive norm in some way (through its positioning, in this instance). In addition, with this injunctive norm further supported by the third-party literature (establishing the descriptive norm), participants choose to support the brand because they feel this is what they should do, in accordance with the injunctive norm. Although largely conjecture at this moment, if valid, this would suggest that there is the potential to garner a stronger consumer brand connection if the brand is associated with embodying or championing a particular injunctive norm, since support of the brand may signal compliance with the (primed) norm.

6.4.2 Group salience and brand attachment

Looking at the mediating effect of social identification on the relationship between group salience and brand attachment, despite the relationship between these variables being non-significant (H_7), mediation analysis does reveal a significant mediating effect of social identification. More specifically, the mediation results show that when the effect of social identification is controlled for the effect of group salience on brand attachment moves from positive to negative. This result supports the earlier proposition, namely that it is not the case of the brand running the risk of being isolated outside the group, but rather the participants. That is to say, only when the participants psychologically commit to the group, does their willingness to connect with the brand increase. Considering the specific scale items that have been used for brand attachment in this research (the connection between the brand and the self), this is a plausible explanation for the result: the connection between the brand and the self strengthens when the self is in part defined by the same social identity that represents the brand.

6.4.3 Interim conclusion 2

Although this research has found clear support for the central argument that both group salience and group goal can lead to increases in levels of prosocial behaviour, subsequent mediation analysis has added further support to the proposal that these prosocial behaviours are being driven by different mechanisms. That is, group salience drives such behaviour through the creation of a novel social category, together with membership of that category, and group goal drives such behaviour through the creation of a novel injunctive norm (that is further supported by subsequent descriptive norm activation). More specifically, mediation analysis has revealed the extent to which social identification mediates these relationships between the manipulated factors and the behavioural outcomes.

In support of the proposed distinction between the two mechanisms, it is seen that social identification would appear to mediate the effects of group salience manipulation, but not those of group goal.³⁵ That is to say, for group salience to be an effective lever for the creation of prosocial behaviours, the focus on the consumer-controlled process of psychological commitment (social identification) should not be neglected, since it is crucial to the delivery of these behaviours.

Group goal, by comparison, would appear to operate outside of the social identification process. This is not to say that some sense of group membership is not important in the normative condition - extant literature refers to the increased likelihood of normative influence (both injunctive and descriptive) when there is some sense of collective self (Cialdini et al., 1991) or when there is no risk of perceived loss of autonomy (White & Simpson, 2013). However, and whilst it is not the ambition of this discussion link the two, these results potentially reveal one distinction between these two well-established and closely related fields. Specifically, that *social identity influence* relies on a psychological commitment to the group for its effective functioning, whereas *social norm influence* uses such a commitment to further strengthen its effect (but does not require it). It is proposed this can be seen within the data for the main effects, when checks were run for an interaction effect between the two main manipulations. Although no significant interaction effect was found, a comparison of the means does lend support to the two effects combining in some way to increase levels of prosocial behaviour: PSB1 (seconds): $M_{SG/LGS} = 1866$, $M_{SG/HGS} = 2025$; PSB2 (7-point scale): $M_{SG/LGS} = 5.06$, $M_{SG/HGS} = 5.33$.

It has also been discussed that the mediating effect of social identification on brand attachment lends support to the proposal that the brand is perceived to be within the group it convenes. In the case of group salience, although the direct effect is non-significant, there is a significant mediation of social identification, suggesting that the brand-self connection develops for the consumer when the self is in part construed as being linked to the group that includes the brand. Were it the other way around (i.e. where the brand is 'frozen out' by the group) then it is proposed the result would be

³⁵ The exception is group goal and time to brand (PSB1), H3. See Section 5.4.2.

reversed i.e. as social identification increases, so the brand-self connection decreases. It is acknowledged, however, that the use of a fictitious brand in this context creates a number of caveats to this suggestion.

Conversely, no such mediation effect is identified between group goal and the behaviours, leading to a suggestion that the normative influence extends to the brand-self connection e.g. 'we should be undertaking this general behaviour, so we should form a relationship with the instigator of this behaviour (as it is a reliable proxy for such behaviour'.

Finally, it should also be noted that there exists a significant correlation between the collapsed measure of brand attachment (2 items), and a collapsed measure of survey experience (4 items): $r=.442$, $p=0.000$. This is mentioned, since it draws attention to the limitations of such an experimental design, in that providing participants with what is in effect only one touch point experience (the survey) for the (fictitious) brand may result in an artificial brand-self measure within a very artificial environment. This point will be returned to when discussing the limitations of the research, and suggestions for further research.

6.5 Further review of social identification and prosocial behaviour 4

6.5.1 Social identification elements

Although social identification has been presented and discussed as a single construct within this research, it has also been acknowledged that it consists of several components (cognitive, affective and evaluative; Bergami & Bagozzi, 2000; Ellemers et al., 1999). Extant literature finds empirical support for the argument that whilst priming group salience can lead to higher levels of the cognitive commitment to the group (self-categorisation), it is the combined affective/evaluative component that directly influences the display of in-group behaviours (such as cooperation and collaboration; Bergami & Bagozzi, 2000). As such, within the extant literature, it is

advised that for positive in-group behaviours to emerge, it is important that members do not simply *commit* to the group at cognitive level, but that they *value* being a member of the group. Mindful that the extant literature explores these effects either in a laboratory condition with a novel category and identity, or in the field with a pre-existing category and identity, some exploratory analysis has been carried out on the data here (considering the social identification scale was only superficially adapted from the three component scale proposed by Ellemers et al. (1999).

High levels of consistency were found for self-categorisation (3 items, $\alpha=.863$) and group-based self-esteem (reduced from 4 to 3 items, $\alpha=.814$). For affective commitment, however, a low level of consistency was found (2 items, $\alpha=.469$). With only two items in this component scale, it is acknowledged that Cronbach's alpha becomes a less reliable measure of consistency (Gliem & Gliem, 2003), and indeed may not even be acceptable (Eisinga, Grotenhuis, & Pelzer, 2012). However, considering the exploratory nature of this particular piece of analysis, that the social identity literature frequently refers to the evaluative and affective components of social identification collectively (Bergami & Bagozzi, 2000; Marzocchi et al., 2013), and that in this experimental context it is plausible that the affective and evaluative components were unformed (due to the novel category being primed in and amongst other competing social categories), a small amount of further analysis was carried out, and is tentatively discussed now.

First, even with a novel social category and within a more natural consumer context, this exploratory analysis shows that group salience significantly influences the level of cognitive commitment, with those in the high salience condition recording higher levels ($M_{HS}=4.56$, $SE=.185$) than those in the low salience condition ($M_{LS}=3.8$, $SE=.181$; $F(1, 119)= 8.89$, $p<.01$). There is a non-significant relationship between group salience and the evaluative component, however. The group goal manipulation produces only a marginally significant effect on the self-categorisation component, with those in the sustainability goal condition recording higher levels ($M_{SG}=4.37$, $SE=.182$) than those in the neutral goal condition ($M_{NG}=4$, $SE=.184$; $p=.08$), again with a non-significant relationship between goal and the evaluative component.

Looking specifically at the group salience condition, running a mediation analysis where the independent variable (X) is group salience, the dependent variable (Y) is the evaluative component, and the proposed mediator (M) is self-categorisation, this factor does significantly mediate the relationship between the salience manipulation and the evaluative component of social identification [CI] [.0122 - .3322]³⁶, supporting the argument that self-categorisation is the 'gate-keeper' between committing to the group, and valuing that commitment.

This additional piece of research is highly exploratory (and meant essentially as a marker for the subsequent discussion on potential future research, hence its position here, and not within the main results section). However, it does tentatively point towards the continuing need - within a more natural context, and with a novel primed social category - to be mindful that group salience appears only to influence the cognitive component of the commitment process, and that this cognitive component holds the key to the subsequent aspects of psychological commitment to the group (with these subsequent aspects potentially being the principal drivers of the resultant behaviours; Bergami & Bagozzi, 2000). To reiterate, it is acknowledged that further research is needed to explore these dimensions of social identification, specifically within such a novel and transient context.

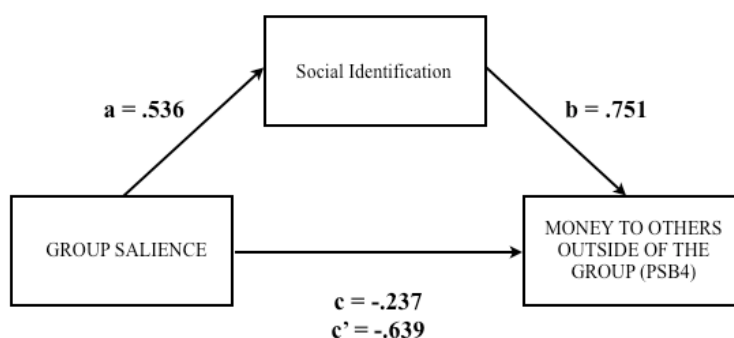
6.5.2 Money to others outside of the group (PSB4)

Although omitted from the main results and discussion sections, it is important to reflect on and discuss a little the final form of prosocial behaviour originally conceptualised within the model, namely the giving of money to others outside of the group (PSB4). As has been explained previously (see Section 5.7.2), the analysis of the results for this behaviour has been treated with some caution, over concerns that its operationalisation was excessively complicated, resulting in an onerous proposition for participants. This was arguably exacerbated with its location towards the end of

³⁶ Mediation run with 90% confidence interval, to reflect directional hypothesis that higher levels of self-categorisation lead to higher levels of the evaluative component.

the survey, when fatigue may well have been setting in for participants. Although subsequent analysis showed no significant effect of either the group salience or group goal manipulation³⁷, further analysis of the mediation effect of social identification on the salience - PSB4 relationship does show social identification as a significant mediator of this connection [CI] [.0984 - .8763].³⁸ More specifically, the analysis shows that when social identification is controlled for, the effect of the group salience manipulation becomes even more negative (c path = -.237, c' path = -.639). See Figure 56.

Figure 56. Mediating effect of social identification on group salience and PSB4



This is noted here (and once again, as a possible contribution to the discussion on further research directions), since earlier discussion was devoted to the complicated set-up for PSB4 to avoid any potential endowment effects (Kahneman et al., 1991)³⁹. More specifically, an additional £10 was on offer via a random draw to all those participants who had contributed more to the project at that point (which in actual fact was everyone). It was felt at the design stage (and at the initial pilot tests stage) that this construction would be preferable to asking participants to relinquish part of their 'main' fee for the research, as they may have perceived they had already earned it (the behaviour was prompted towards the end of the survey), and so valued it more (and potentially, subjectively). Thus the result of the mediation analysis may be ironic, in that it may be the case that as participants formed a psychological commitment to the

³⁷ Group goal narrowly misses having a partially significant effect on PSB4 ($p = .105$, one-tailed). See Section 5.7.2.

³⁸ Confidence interval of 90% selected, as directional hypothesis.

³⁹ See Section 5.7.2.

group (i.e. social identification increased), so they accepted that they were in fact blessed with these superior salient skills vis-à-vis the out-group. As a consequence, the potential additional £10 reward could have been construed as a product of their exceptional contribution, which in turn was specifically due to these enhanced skills. This may have then resulted in the notional £10 no longer being an *anonymous* resource (as was proposed in relation to the group salience and PSB2 (buy the brand, H₂; see Section 3.3.1), but a far more *personalised* resource (in the way it is proposed time was considered, in relation to PSB1 (time to brand); H₁). Expressed more frankly, the notional £10 became highly associated with the task and their specific ability to excel, (rather than just an extra £10).

Consequently, if participants within the high salience condition considered the extra £10 a direct manifestation of their superior performance (and skills), then sharing this £10 in some way could be construed as a public display of having secured it in the first place, and so an effective route to further distinguishing the in-group i.e. 'it is only because of superior performance that I have this money to share, so sharing it confirms my superior performance (and group membership)'. The irony, then, is that in creating this additional fee as a way to ameliorate a potential endowment effect, the operationalisation of this behaviour prompt may have made the fee even more loaded with subjective value, since it may have become associated with the category identity itself. This link between a self-reflective resource and its use in identity-supporting contexts is supported within the literature (Reed et al., 2007) albeit within the specific context of a moral identity and charitable giving. In this instance, it is suggested the identity need not be moral for such giving, but rather just salient and diagnostic for the context.

Whilst the argument presented above is little more than conjecture, it does at least offer a plausible explanation for the mediating effect of social identification on group salience and the giving of money to others outside of the group (PSB4). In addition, it stimulates further discussion regarding how to more effectively prime and measure these behaviours in future research endeavours.

6.6 Discussion synthesis

This chapter has discussed the results from the research, namely from the manipulations (*main effects*), the effect of social identification as a mediator of prosocial behaviours (*indirect effects I*), as well as the effect of social identification as a mediator of the consumer-brand relationship (*indirect effects II*).

Within a novel experimental setting, it has been shown that membership of a context-specific group that has been convened by the brand has a significant effect on securing prosocial behaviour from consumers, in the form of collaboration with the brand (through the giving of time). Considering that the brand in question was experimental, and thus could not rely on any pre-existing associations to encourage this behavior, this significant result has notable implications for understanding how better to engage consumers in collaborative behavior with the brand. Moreover, the relatively simple process by which the group was primed i.e. remotely and quickly, adds to argument that encouraging sustainable (prosocial) behaviours from consumers (regardless of the consumer) is more accessible to brands (regardless of the brand).

Assigning a prosocial goal to the group - in this case, one that focuses on the sustainability ambitions of the focal brand - is partially significant (at the $p < .1$ level) in influencing consumers to behave prosocially towards the brand in terms of giving time⁴⁰, and is significant in influencing consumers to buy the brand. This effect was originally conceptualised as being due to the novel and distinctive goal (sustainability) contributing to the priming of a novel social category for participants (market research group contributing to an unusual goal for a new brand launch). Whilst the priming of a group is not wholly discarded as a causal mechanism here, the discussion has focused instead on whether the goal condition primarily created a social norm by which participants were to behave in the research context. More specifically, it is proposed the goal for the group invoked an injunctive norm (this is what should be done), and the supporting materials for the two initiatives (which were

⁴⁰ Group goal is found to have a significant effect on the giving of time, when the measure focuses on the time committed to read the initiative supporting materials (see Sections 5.4.1 and 6.2.3).

potentially pursued in the name of this goal) subsequently created and primed a reinforcing descriptive norm (in showing the participants how increasingly typical these behaviours are becoming).

This argument gains further support when looking at the prosocial behaviour levels towards the out-group (PSB3), in that those in the high group salience condition appear not to be more predisposed to extending their behaviours, but those in the novel group goal condition are. That is to say, if the group salience manipulation creates and primes a social category, then the social identity theory literature broadly supports this outcome; that out-group behaviours are not helping in nature (so providing stronger opportunities for in-group distinctiveness). Conversely, if participants are acting in accordance with a primed injunctive norm (together with a reinforcing descriptive norm), then the social influence theory broadly supports the argument that these behaviours will not be explicitly predicated on in-group out-group boundaries. The possibility that a context-specific or category norm (as opposed to a broader social norm) was created and influential is certainly interesting, considering the call within the social influence literature to explore such effects (Goldstein & Mortensen, 2012).

As such, the results may provide insights into two routes towards specific prosocial behaviours; routes that are distinct, but mutually supporting. The distinction between the routes is further supported when reviewing the mediating effect of social identification (the psychological commitment to the group) on the manipulated factors and the resultant behaviours. Social identification is found to mediate the effects of group salience on prosocial but not those of group goal.⁴¹

In addition, a review of the mediation analysis suggests that social identification positively mediates the relationship between group salience and prosocial behaviours towards the brand. That is to say, in the case of giving money to the brand (PSB2),

⁴¹ Social identification is found to influence the relationship between group goal and PSB1 (time to brand). It is proposed this mediating relationship supports the argument within the literature that group membership (or a collective sense of self; White & Simpson, 2013)) can increase the influence of social norms.

when social identification is controlled for, those in the high group salience condition are less willing to buy the brand. It is suggested that a possible explanation for this effect is that the brand is already a member of the focal in-group, and participants need to also become members (to socially identify) in order for this in-group prosocial behaviour to be displayed towards the brand. Whilst tentative and requiring further investigation, this finding may contribute to the conversation regarding whether, in the context of brand communities, consumers are loyal to the community or the brand (Marzocchi et al., 2013). That is to say, in this instance, the risk lies not in the brand being 'stuck' in the out-group, but participants not being in the in-group.

This chapter has also reviewed and discussed the results with respect to the manipulations and their effects on the consumer-brand relationship, as well as the potential mediating effect of social identification on those relationships. Group goal is found to have a significant effect on the level of the consumer-brand relationship, with no significant mediating effect of social identification. Conversely, group salience is found to have a non-significant effect on levels of brand attachment, but social identification is found to have a significant mediating effect on the relationship. Regarding group goal, it is suggested that forming a relationship with the brand may be influenced by the injunctive norm in play (with a focus on inclusiveness and broad forms of helping behaviour). However, the research is extremely limited in terms of validating such a proposal (e.g. the experimental brand and feedback being seen by the brand). Regarding group salience, it is proposed that the significant mediating effect of social identification supports the argument that participants will only begin to become attached to the brand when they consider both themselves and the brand as members of the same group.

Recognising the importance of social identification as a mediator of group salience effect on prosocial behaviours, some very preliminary discussion has also been given to the components of social identification. Considering the use of an established multi-dimensional scale⁴² for the measurement of the construct (cf. Ellemers et al.,

⁴² The scale was adapted to suit the experiment condition. This involved the omission of one item from the affective commitment sub-scale. This reduced this sub-scale to only two items.

1999), preliminary analysis would seem to show the rapid formation of the cognitive and affective/evaluative elements even in these conditions i.e. a creation of a pop-up or flash-group context, in a field environment. Indeed, the question of speed has also been discussed, in that if such prosocial behaviours can be stimulated so quickly, do they exhibit a similarly steep decay or atrophy rate? Although the research design is unable to sufficiently explore that question, one of the prosocial behaviours is measured twice (money to brand; PSB2) and as such offers an initial response at least to this question. This behaviour, on the second time around, would appear to weaken. However, whether this is due to a natural decay rate of these pop-up group-led behaviours, or whether it is simply due to survey repetition and participant fatigue, cannot be told.

In closing, it has been shown within a novel experimental setting, that social context can have a significant effect on the display of prosocial behaviours from consumers. That is to say, social context would appear to be able to momentarily override personal identity traits and values schemata that are normally considered stable and predominantly responsible for decisions relating to sustainable, charitable and ethical choices. More specifically, this research has shown that social context can likely open up two routes to conjuring up such prosocial behaviours: through the creation of novel and temporary social categories (and associated social identities); and through the creation of category-specific social norms (both injunctive and descriptive).

As well as providing a novel and constructive answer to the research question, it is argued that these findings present a significant contribution, both to theory and practice. These contributions will now be discussed.

6.7 Contribution

6.7.1 Introduction

This section consists of the following parts. First, a brief summary of the results and key findings will be presented. The proposed contribution to theory and knowledge will then be presented (including any contribution to methodology). This will be followed by the proposed contributions to practice. Next, limitations to the research and its findings will be discussed. This will then lead on to the final sections of this chapter, namely a discussion on suggestions for further research, and a short conclusion.

6.7.2 Summary of key findings

This research has shown, via a novel experimental setting, that social context can have a significant effect on the display of prosocial behaviours from consumers. Through manipulating both group salience (the awareness, and membership, of the group) and group goal (the stated purpose of the group related tasks), the results show significantly higher rates of giving time and money to the brand, and giving time to others outside of the group can be established. More specifically, it is suggested that the group salience manipulation presents an opportunity for members allocated to that group to form a psychological commitment to the group, and consequently to behave in ways to further strengthen and distinguish the group (and those within it) on valued dimensions. In the case of the group goal manipulation, it is proposed the goal creates a context-strengthened social injunctive norm (followed up by a similarly context-strengthened reinforcing descriptive norm), influencing the subsequent behaviour of those in the condition.

As such, it is proposed that two distinct approaches for encouraging prosocial behaviour are identified within the research both of which, considering the relative

simplicity of the priming process, would appear to be within reach of many (if not most) brands. Moreover, it is argued that the two approaches are distinct but not wholly independent, since normative influence is stronger when experienced within a collective or group context (White & Simpson, 2013). It is argued that identifying these two approaches provides two key ingredients for prosocial development of their own accord, and that they could be combined and blended to form a variety of prosocial behaviour 'cocktails', to suit different objectives at different times and in different contexts.

The research has also found support for the argument that group goal manipulation can significantly increase levels of the consumer-brand connection. More specifically, when in the sustainability goal condition, brand attachment is significantly higher. Finally, the construct of social identification is found to consistently mediate the effect of the group salience manipulation on all forms of prosocial behaviour (as well as its effect on brand attachment), whereas it is found to mediate the relationship between the group goal manipulation and subsequent behaviours in only one case. This mediation effect supports the proposition of two distinct routes open to brands, in that group salience primes a novel social category for participants, whereas group goal primes a social norm for participants.

6.7.3 Contribution to theory

This research makes a number of contributions to theory.

First, the research lends considerable support to the argument that prosocial behaviours can be encouraged in consumers via simple (minimal) group structures and their resulting influences. That is to say, within a novel experimental context, the research successfully applies key aspects of social identity theory and self-categorisation theory to marketing and consumer behaviour theory. On one hand, in the context of prosocial behaviour, the extant literature focuses in the main on values schemata as the principle means by which to engage consumers in this behaviour. On

the other hand, in the context of group context and formation around brands, the extant literature focuses on the creation and maintenance of complex, highly ritualised brand communities. It is argued that identifying the specific potential of the brand convened pop-up or flash group to generate socially constructive behaviour provides a novel bridge between these domains.

Second, the research has identified the influence of two distinct approaches to encouraging these behaviours: social identity influence, and social norm influence.

Turning first to social identity influence, the research makes a meaningful contribution, since it explores such a novel identity creation process within a more ecologically valid context when compared to the extant literature. The extant literature either primes a novel identity within a highly controlled laboratory environment, or primes pre-existing identities within a more natural field environment. In this instance, however, the research shows that such novel identities can be created and influential even outside of a laboratory environment. That is to say, such temporary and, arguably, plastic identities would appear to be able to stand up to the buffeting and competition from other social identities within the 'real world'. As such, this finding challenges the oft-made argument against social identity formation that it is the specific artificiality of the laboratory experiments that primes such novel identities to become salient for members.

Turning to social norm influence, this research makes a contribution in that it creates what can be described as a category-strengthened injunctive norm for those in the sustainability goal condition. That is to say, whilst the injunctive norm (i.e. that we should pursue behaviours that are more sustainable) can be considered a broad (and pre-existing) social norm, priming this norm within a specific category context (i.e. that we are undertaking research as a group for the launch of a new brand) is effective in encouraging prosocial behaviour. The context is also able, it is suggested, to enhance the influence of a descriptive norm.

The potential distinction between these routes to prosocial behaviour is further supported when looking at the mediating effect of social identification on these main manipulation effects. More specifically, social identification consistently mediates the relationship between the group salience and prosocial behaviours, whereas it mediates only one such relationship between group goal and the behaviours. It is argued these findings make two specific contributions to understanding the role of social identification.

On the one hand, they show in this more ecologically valid setting that group salience is not the same as social identification. That is to say, even though the brand can manipulate the creation of a new social category, and dictate membership (up to a level) of that new category, the decision to psychologically commit to (socially identify with) the group (to socially identify with the group) rests not with the brand. Regarding a second contribution to the role of social identification, these findings also contribute to advancing knowledge around a distinction between how normative influence and social identity influence are actually exerted in the field. Specifically, the findings support an argument that normative influence is not dependent on social identification with the group, whereas social identity influence is. This in turn supports the extant literature that conceptualises a distinction between normative influence (conforming to the positive expectations of social others), and referent informational influence (where social dependence resolves ambiguity or lack of structure in the stimulus, and provides consistency and opportunities for distinctiveness). However, where the extant literature has found empirical support for this distinction within a controlled and relatively artificial environment (through reinforcing the stimulus ambiguity and need for informational support; e.g. Asch, 1956), it is once again proposed that this research makes a contribution through identifying such a distinction, within a more natural and valid consumer context.

Remaining on the social identification construct, it is proposed the third contribution is made through a further exploration of its mediating relationship with the prosocial behaviours. In all three forms of behaviour, social identification appears to have a significant positive effect on such displays. Specifically, in the option to buy the

brand (PSB2), the positive effect of social identification indicates that participants need to become psychologically committed to the brand-convened group before they will overtly support the brand (since time to brand (PSB1) could also be construed as time to the group). This is a contribution, since it lends support to the argument that the brand is indeed a member of the group it has convened (and is not necessarily an outsider; cf. Marzocchi et al., 2013). However, risks would appear to remain, in terms of ensuring the brand's consumers are not outsiders.

In addition, with respect to giving time to others outside of the group (PSB3), it is suggested that the significant mediating effect of social identification reveals a glimpse of how specific group membership criteria could ameliorate for the out-group derogation issue. That is to say, where a specific behaviour is recognised as being a strong contributor to the positive distinctiveness of the in-group, then extending this behaviour to an out-group (that needs help) may further strengthen the in-group (and so be pursued). Whilst conceptual and unsupported in this context, it is still considered important, since in this instance the social category is created entirely by the brand and its management team. That is to say, the criteria for group definition and membership is under the control of the brand, which suggests that these criteria can be created with the specific aim of encouraging out-group directed helping behaviour.

Fourth, it is proposed a contribution is made with respect to further understanding the importance of soliciting requests for time or money within a group context. Both resources were selected for the experiment, since they represent the two most typically exchanged consumer resources. In this instance, the research shows that when extending behaviours towards the in-group, those in the high group salience condition would seem to prefer giving time over money. There is some conceptual support for this distinction with the extant literature (Morales, 2005; Reed et al., 2007; Wirtz, Kruger, Altermatt, & Boven, 2004), arguing that those with a strong moral identity are more likely to give time, since time requires more effort (Morales, 2005) and is a stronger reflection of the self (Reed et al., 2007). However, in this instance, it would appear that it need not be a moral identity specifically that is important, but

rather any identity that is salient to the specific helping behaviour being sought (in this instance, a creative and lateral thinking identity, to help make creative decisions). Conversely, those in the group goal manipulation appear more willing to give money, rather than time. Again, this can be attributed to the fact that money is relatively 'anonymous' and certainly less effortful to give (Morales, 2005), arguably in keeping with the less identity-specific influence of a social norm. Although outside of the main analysis presented within this work, it is suggested that this same effect is glimpsed within the attempts to solicit the giving of money to others outside of the group (PSB4). Specifically, for those in the high group salience condition, social identification positively mediated the relationship between the condition and PSB4. Remembering that the money that could be exchanged in this context was perceived to be 'won' through delivering superior results to the research project, it is proposed the money began to become less 'anonymous' and instead more a reflection of the primed identity. It is proposed this makes a contribution to knowledge through prompting further research into not only how time and money requests can be made, but also 'what' money is actually solicited for the helping behaviour.

Fifth, it is proposed this research contributes to knowledge on how group behaviours and overt prosocial goals affect the consumer-brand relationship. In this instance, the findings suggest that priming group identities runs the risk of reducing the consumer-brand relationship. More specifically, the mediating effect of social identification lends support to the argument that this negative effect is not due to the brand being 'abandoned' by the in-group, but rather the group member not being within the in-group. As a caveat, it is noted that the construct of brand attachment (Park et al., 2010) chosen for inclusion in this research focuses specifically on the brand-self connection. This link is not wholly surprising, considering social identification involves a psychological commitment to defining the self-concept in part by the identity of the group convened by the brand. That said, the potential for brand attachment to be a more powerful predictor of pro-brand consumer behaviours should not mean this expected link is any less useful.

In addition, the research shows that an overtly prosocial group goal appears to increase the strength of the consumer-brand relationship. Whilst this contradicts some of the extant literature on the risks involved in engaging in overt pro-sustainability strategies (cf. Kilbourne & Pickett, 2008; Luchs et al., 2010; Osterhus, 1997), it is acknowledged that brand characteristics, such as personality (Aaker, 1997) and positioning will certainly play a significant part in this relationship. In addition, it is acknowledged that presenting a 'new' brand as a blank canvas, and with no pre-existing associations, may have encouraged the transference of any predisposition towards the goal (and the proposed injunctive norm) to the brand itself (Godfrey, 2005). However, this potential transference still provides a pointer for further research into whether very targeted and temporary prosocial goals (around specific projects or initiatives) could ameliorate in some way the risks of backfire effects for brands that are tempted to engage more permanently in this area. Indeed, on this note, the research also highlights the need to further explore the decay, or atrophy rates (Csikszentmihalyi, 1999) of skills-driven prosocial behaviours encouraged in such a context. The research makes a tentative contribution in this instance, through indicating that repeat prosocial behaviour levels marginally diminish within the survey itself (buy the brand; PSB2).⁴³

Finally, it is proposed that this research makes a contribution to theory development, on methodological grounds. This research took place within a complex but controlled experimental setting, and in the field, applying core aspects of minimal group formation theory to consumers. It is argued this adds a high degree of ecological validity to the findings.

To summarise, this research makes a number of contributions to theory. It has applied core aspects of social identity theory and group formation to the consumer context, and within a controlled but ecologically valid environment. In doing so, the research has not only shown that higher levels of prosocial behaviour can be conjured up through relatively simple manipulations of group salience and group goal to create

⁴³ It is acknowledged that such decay may be due to other factors, such as participant fatigue and survey repetition.

pop up or flash group structures, but that these two manipulations appear to invoke distinct mechanisms, opening up the discussion for various combinations or 'cocktails' of these processes to tailor prosocial behaviour initiatives.

In addition, the research has shown that these processes have differing levels of reliance on the process of social identification with the group. Furthermore, the research suggests that not only are time and money distinct resources with differing psychological attachments and associations when it comes to consumer exchange, but that these psychological attachments may differ depending on 'what time' or 'what money' is solicited. Finally, the research makes a contribution through exploring the relationship between these group-level manipulations and a specific measure of the consumer-brand relationship (brand attachment), lending support to the argument that the brand is located within the group that it forms, and that overt prosocial goals need not necessarily prompt a reduction in the consumer-brand relationship. It is proposed that these contributions are relevant to practice in a number of ways. These will now be discussed.

6.7.4 Contribution to practice

With respect to practitioner application, the research makes a number of contributions.

First - and most importantly - this research opens up a novel and potentially rich avenue for consumer engagement around sustainability and socially responsible behaviour, through showing that personal traits and values need not determine levels of prosocial behaviour, but instead such behaviours can be encouraged through social group level manipulations. This is contrary to the vast majority of practitioner approaches to consumer engagement in this context, which continue to focus on empathy and perspective taking as a route towards ethical and responsible consumer behaviour. Consequently, this research lends support to a more pragmatic (and achievable) approach to business-led consumer behaviour change.

Second, the two distinct approaches that it is proposed have been identified within the research (social identity influence and social norm influence) are distinct, in terms of the behaviours they appear to elicit. That is to say, priming a social identity appears to motivate participants to engage in more 'effortful' resource exchange, possibly in an attempt to further reflect the identity of the category and to garner higher levels of positive distinctiveness. Conversely, priming a normative influence (in this case, an injunctive norm, supported by a descriptive norm) would appear to appeal to prosocial displays that are easier to undertake i.e. the giving of money. This distinction represents a valuable contribution to practice, since it opens up the discussion with regard to which mechanism is best suited for which type of behaviour required. For instance, with respect to in-group behaviours, it can be argued that if the business is focused on securing volunteering time from its consumers, then priming a strong identity around a related skill to the volunteering focus will likely be more successful in securing that form of prosocial behaviour, since consumers will want to further distinguish themselves as members of the in-group, on valued dimensions. If on the other hand, money is required, then this research suggests committing resources to the formation of a strong social category may not be necessary, but that instead money can be asked for via a less identity-based social norm approach, as money may be perceived as an 'easier' and less self-expressive resource by which to garner more general social acceptance (in accordance with the normative influence). However, that is not to say that some sense of collectivism or group 'attitude' is not required or advantageous for the normative approach to be more effective. Therefore, a combination of the two approaches may be more appropriate, depending on objectives and consumer targets.

Third, this research has shown that the basis for minimal group formation, namely near-arbitrary group conditions, need not be restricted to traditional experimental environments, and can be readily applied to more naturalistic settings. As a consequence, it is proposed that business has at its control the formation of these pop up or flash groups. As such, the criteria for group membership can be decided by the business, and designed around the prosocial behaviour objectives set at a moment in

time. Similarly, for the creation of what have been called context-enhanced social norms in this study, it would appear that whilst social norms will be pre-existing at some generic or abstract level (e.g. we should be more sustainable in our lifestyles), business has the potential, when convening such flash groups, to significantly increase the potency of these broad social injunctive norms, both by contextualising them within the brand and consumer environment (e.g. from broad environmentalism, to helping people experience the natural world), and by providing specific, targeted interventions that represent a supporting descriptive norm (in this case, through reports and press articles). It is important to note, that these normative influences are most likely effective when delivered in the context of some form of group membership, which both removes the perceived threat to autonomy (White & Simpson, 2013) and increases the associated extrinsic reward for socially desirable behaviours. That is to say, both norm and identity primes together will lead to revised attitudes that act as a form of 'social adjustment function' (Shavitt, 1990) in order to reflect the behaviours expected in a particular identity. It is argued this is further support for business working to use a combination of the approaches, mixing case-by-case cocktails in order to elicit the required behaviours at the right time.

Fourth, this research has shown that as well as there being two potential routes to encourage these behaviours, both of which are predominantly under the control of the brand, both routes appear to be possible via somewhat rudimentary and remote processes. That is to say, such manipulations are not dependent on elaborate consumer communities and large marketing budgets. This is a departure from much of the extant marketing literature, which focuses on in-group prosocial behaviours within far more sophisticated and well-resourced brand communities. Considering the rationale for this research being to find ways to help business mainstream more sustainable consumer behaviour, identifying that such behaviours can be encouraged within far more pragmatic, temporary and sparse social conditions should be meaningful to brand managers for two reasons.

First, it offers strong support for the argument that such behaviours are within the grasp of all brand managers, not just those who manage well-resourced, long-standing

and high-involvement brands (such as Apple, Harley Davidson, Jeep for example). Second, it lends support to the proposal that brands do not have to commit to such activities beyond a specific campaign or initiative. That is to say, if the groups can be this quickly convened on such straightforward criteria, then the ability and willingness to create and dismantle these groups for specific targets, campaigns and moments in time can increase. Furthermore, if the emphasis can shift from a brand community built around the core values of the brand, to a pop-up group convened around a salient social issue or challenge, then it can be argued that even brands that are not inherently 'social' (but rather, low-involvement, low-cost and with habit-driven purchasing) can engage in such prosocial behaviour drives. Consequently, the findings of this research should be of value to *all* brand managers.

That is not to say, however, that all aspects of the group behaviour seen within this research are either within the sole control of the business, or are constructive towards wider society. This research makes a fifth contribution through offering some answers to these issues.

Regarding where the boundary lies between business control and consumer control, the research shows that whilst group formation is possible by the brand team (or its agents), the decision to psychologically commit to that group rests with the members. Importantly, the results show that this psychological commitment (social identification) mediates all displays of prosocial behaviour in the context of the group salience prime. As such, it is vital for businesses to not only give thought to the conditions for group membership, but also to how a deeper commitment to that group can be encouraged. This may be via convening the group on particularly salient and distinctive criteria for the related behaviour (e.g. people who have travelled extensively and have experienced many cultures being asked to support initiatives to encourage education in impoverished communities), or on more generally positive criteria that potentially 'reveal' a hitherto unknown quality to the individual (as was manipulated in this experiment). Indeed, the second approach would seem to have been tried very recently within the UK, by the UK Government's internal behavioural

insights team⁴⁴. In a recent survey conducted on behalf of Department of Work and Pensions, participants were told they possessed a number of 'strengths' such as 'love of learning', 'curiosity' and 'originality', irrespective of performance⁴⁵. Whilst no detailed explanation or rationale has been given for the test, it is proposed here that its purpose was to prime a social category based on these positive traits or strengths, where group members would then incorporate these social category traits into their self-concept, and so arguably improve both their motivation for, and success in, finding a new job.

Regarding out-group behaviours, and specifically the risk of out-group derogation, this research provides insights into how business can potentially mitigate for these negative behaviours. Specifically, if the criteria for membership of the in-group involve specific behaviours that could also benefit the out-group, then it is proposed the business has the potential to allow in-group members to secure further positive distinctiveness through additional helping behaviour towards the out-group, rather than through derogation. This is theoretically supported within the social identity literature, where it is shown that out-group derogation occurs primarily because it is the easiest way by which the in-group can garner greater positive distinctiveness vis-a-vis the out group (Tajfel, 1970). However, if an equally easy route to greater positive distinctiveness is presented that does not involve specific out-group derogation, the in-group may look to adopt that strategy (Gaertner et al., 1993). Although discussed within the extant literature in the context of broader social groups, it is proposed that this research shows some support for this approach within a consumer and marketing context. Specifically, where the focal behaviour reinforces the social category identity (and so could garner more positive distinctiveness for the group, as well as provide the specific member with the opportunity to become a little closer to being the prototypical member of that group), so the likelihood of that behaviour extended to the out-group increases.

It is suggested this is seen within this research when looking at the positive mediating effect of social identification on the group salience and PSB3 (time to others outside

⁴⁴ <https://www.gov.uk/government/organisations/behavioural-insights-team>

⁴⁵ <http://www.guardian.co.uk/society/2013/apr/30/jobseekers-bogus-psychometric-tests-unemployed>. Accessed May 5th, 2013.

the group) relationship. Specifically, as participants increasingly identified with the social category (and as such, adopted the social identity as part of their self-concept), so it is argued they recognised that their giving of time (even to the out-group) was a more effective way to demonstrate the unique skills of the group (as creative thinkers), was more self-expressive (Forehand, Deshpande, & Reed, 2002), and added to the group's positive distinctiveness. As such, it is proposed that business should reflect carefully on the creation of social categories, in order to establish behaviours that could possibly deliver both goals of in-group distinctiveness *and* out-group helping behaviour. In addition, there may also be an argument to 'direct' out-group prosocial behaviours towards such groups that are not identified as the specific out-group in relation to the in-group.⁴⁶

A sixth contribution this research makes to practitioner knowledge, is a further exploration into the specific characteristics of time and money as two distinct resources consumers can be requested to exchange, in the act of prosocial behaviour. It is proposed that this research supports and extends the extant position that time is considered a more self-expressive resource to exchange, and so is more often traded when specific identities are primed (Reed et al., 2007). In this instance, when task-salient skills are primed within the social category, time is more likely to be given as a resource, as it provides the opportunity to display those tasks (even though this may be more onerous or 'effortful'; Morales, 2005). As such, priming task-specific group identities may be more effective in establishing time-oriented prosocial behaviours.

In addition, the research suggests that money may also be a self-expressive resource for exchange when the specific money being requested has been gained through a display of these group-specific behaviours. In this regard, it is proposed this research provides initial insight into how business could not only encourage the giving of time and money via different social influence strategies (social identity influence, versus social norm influence), but how time and money can be solicited depending on

⁴⁶ In this experiment, it is proposed the charity consortium was presented as the direct out-group to the focal in-group, as it was set up as being also interested in carrying out the same consumer-facing initiatives as the brand. Please see the following sections (6.7.5, 6.8) on limitations and recommendations for further research for further discussion.

whether they are regarded by group members as greater or lesser self-expressive resources. As such, whilst the operationalisation of PSB4 (money to others outside of the group) may have been excessively complicated in this experimental design, the notion of allowing group members to 'win' extra money by displaying category-consistent behaviours and the asking them to commit some of this money to an out-group could be an effective way to turn money into such a self-expressive resource.

The seventh contribution this research has made to practice lies in exploring the consumer-brand relationship in the context of these group-level manipulations. Whilst many caveats exist⁴⁷, this research presents two findings that are salient for business. First, an overtly prosocial group goal need not result in a reduction in the brand-consumer relationship, but can, instead, increase it. As such, it is proposed that business should at least reconsider the oft-cited fear of engaging consumers overtly in such behaviours, and consider how specific campaigns or initiatives may be more effective in encouraging consumers more sporadically to engage (rather than more permanent shifts in brand proposition; Luchs et al., 2010). Second, social identification would appear to moderate even this relationship between the group salience manipulation and brand attachment. As such, business should remain mindful that whilst novel group structures convened by the brand may be an effective way to encourage prosocial behaviours, if the brand wishes to enjoy a stronger relationship with the consumer as a result (as measured by brand attachment), it would appear to be important that the consumer is psychologically committed to the group. This reinforces the argument that, in the case of novel group formation, the brand and its team must work hard to ensure a stronger level of commitment from the consumer (beyond mere allocation) not only for the strongest displays of prosocial behaviour, but also for a stronger consumer-brand relationship.

Finally, this research makes one further contribution to practice. Through identifying that such behaviours can be conjured up within rapidly - and relatively rudimentarily - formed groups (and indeed, then dismantled just as easily), it prompts the question if certain brands could create such groups on behalf of other brands, and then trade or

⁴⁷ Please see limitations and recommendations for further research.

license the group identities as a form of commodity. That is to say, if one brand is potentially better positioned to convene a group, and if out-group behaviours could then be directed to benefit the second brand, then it may be possible for the second brand to license this capability from the first brand on a campaign-by-campaign basis. Whilst this appears not wholly dissimilar to cause-related marketing, it is argued this research extends this approach, by considering such a brand - cause relationship formed specifically on group basis, with prosocial behaviours developing amongst and between these groups. Alternatively, such intergroup activity could provide additional opportunities for causes and charities to license their group convening capabilities to corporate brands, thus potentially opening up another revenue stream for the cause or charity.

6.7.5 Limitations

Having detailed the contributions it is argued this research makes to theory and practice, its limitations, as identified by this researcher, will now be discussed. A number of limitations have been identified.

6.7.5.1 The experimental brand

The first limitation identified relates to the use of a fictitious brand as the convener of the group. This decision was taken in order to control for any pre-existing consumer-brand relationship and possible associations of the brand with respect to its ability or legitimacy to convene such groups. However, in creating a 'new' brand rather than using an existing brand, it is acknowledged this research has potentially taken a step back towards the very controlled, laboratory conditions more typical of the social identity and minimal group formation research. That is to say, devoid of any other associations, there is the possibility that participants responded to the calls from the brand more than they may have in a more natural environment, since the 'newness' of

the brand left them unable to respond unless they accepted the conditions of the experiment. It is also acknowledged that using just one brand within the research, limits the ability to generalise from these results, since just one proposition, positioning and personality were sketched for participants. Finally, it is acknowledged that having the brand exist exclusively within the online survey reduced participants' touch point experiences to one: the survey. Consequently, it is acknowledged that it is difficult to separate out the participant experience of the brand, and their experience of the survey, as indicated by the highly significant correlation between survey experience and brand attachment (see Section 6.4.1).

6.7.5.2 Prosocial behaviours

A further limitation has been the number, choice and measurement of prosocial behaviours. Within a 'linear' research design (a survey), there was concern that attempting to measure too many forms of prosocial behaviour would simply elongate the survey, and result in fatigue. Although both time and money underpin the behaviours conceptualised and provide a sufficiently broad range of behaviours for this study, it is also acknowledged that the absence of the fourth prosocial behaviour of giving money to others outside of the group (PSB4) is a limitation. Finally, with respect to measurement, whilst one prosocial behaviour was measured as an actual behaviour within the study (time to group/brand: PSB1), it is acknowledged the others were measured via self-stated levels of intent, albeit at a more 'concrete' level for participants than is often seen in more abstract survey designs. That is to say, in the case of PSB3 (time to others), participants stated their intent to help the charity consortium with further research time under the condition that it was a firm commitment that would be shared with the consortium. However, the limitation clearly exists: using a participant response design - no matter how concrete - has failed to capture actual displays of behaviour in some cases.

6.7.5.3 Survey design

Following on from the comments above, it is also recognised that using a survey design may represent a limitation in some regards.⁴⁸ To reiterate, a more traditional survey was chosen as it satisfied one of the core objectives of the research, namely to explore routes to more prosocial consumer behaviours that were arguably accessible to as many brand teams as possible (i.e. not prohibitively complex or expensive to design and administer). However, in meeting this objective, it is acknowledged the instrument also has limitations, in that it does not allow for arguably more 'group-oriented' options, such as members seeing others' responses or contributions, having clearer sight of specific out-groups, or greater contact or exposure to out-groups (see additional manipulations, below). As such, it reduces the 'group condition' to one far closer to anonymity and isolation⁴⁹. Whilst it can be said that seeing group-influenced results even under these conditions is in itself a meaningful contribution, once again considering the aims of the research to present opportunities for all brands to drive such behaviours amongst their consumer base, it is an accepted limitation that such a design does not necessarily explore more 'contact-rich' and interactive research platforms and so provide further contributions towards even more effective ways to create such behaviours.

6.7.5.4 The out-group

In this instance, one of the focal out-groups was also the out-group presented as requiring help. Again, whilst this 'extreme' in-group out-group manipulation is interesting in itself, and was driven in part by a desire to make the research design more parsimonious, it is acknowledged that it is also restrictive, in that the research could also have explored the effects of presenting 'an' out-group as requiring help (rather than 'the' out-group).

⁴⁸ For example, through using an online survey, it was not possible to gauge whether responses were affected specifically by such a response medium (Huang, 2006).

⁴⁹ Such anonymity, however, may have been constructive in controlling for social desirability bias (cf. Joinson, 1999).

6.7.5.5 Sample

It is acknowledged that a total sample of $N=121$, and cell sample sizes of only $n=30$, limits the potential to see significant effects between the manipulated factors and the dependent variables.

6.7.5.6 Social desirability bias

It is noted that a limitation of this research may be its inability to fully control for social desirability bias (Fisher, 1993). However, in its defense, it is proposed that the more concrete contexts for expressed intentions (time to others outside the group; PSB3) together with the actual measure of prosocial behaviours (time to group; PSB1) at least mitigates to a degree for this effect.

6.7.5.7 Manipulations

Finally, two limitations are noted with respect to the manipulations. First, considering one of the manipulations involved informing participants that they excelled in a skills-based task when in fact they didn't, presents a limitation in terms of using such a technique more generally, on ethical grounds. Indeed, this issue seems to have been noted in the UK press in relation to the UK Government's Behavioural Insights Unit seemingly attempting to prime a group on positive personal strengths (Malik, 2013a, 2013b).⁵⁰ As such, more 'neutral' group allocation criteria may be more appropriate (and most likely just as effective, considering the extant literature).

Second, it is noted that the failed manipulation of group inclusiveness is a limitation to the research presented, since it fails to reveal how either manipulating the boundary of the focal in-group, offering a connection to the focal out-group, or removing the

⁵⁰ It is also noted, however, that the ethical concerns over the UK Gov't test seem to focus more on the level of coercion used to get participants to complete the test, than the actual manipulations carried out within the test.

group altogether could ameliorate possible negative out-group behaviours. Considering the considerable attention such out-group derogation has received within the wider social identity literature, and how socially sensitive this subject can be, it is acknowledged that this is a significant limitation of this research.

6.8 Suggestions for further research

A number of directions for further research have been identified in the course of this research.

First, it is proposed that further research should explore the effects of different brand characteristics on the effectiveness of such manipulations e.g. personality traits, positioning and proposition. In addition, having identified the effects under quite stringent experimental conditions, further research could explore such effects in the context of genuine and well-established brands.

Second, it is recommended further research looks to more effectively operationalise the concept of the proposed fourth prosocial behaviour (money to those outside of the group; PSB4). Attention should also be given to re-designing the inclusiveness manipulation, in order to explore how the focal brand may be able to reduce in-group bias via targeted interventions during a campaign or initiative.

Third, further research could set out to further distinguish between the social identity influence and the social norm influence approaches explored in this research: specifically the role of social identification within these mechanisms, and how it can be further encouraged. Moreover, further research into the components of social identification (cognitive, affective and evaluative) and how these components influence displays of prosocial behaviour in more consumer-natural settings would be welcome.

Fourth, regarding social norm formation and influence, further research could help brands better understand whether both injunctive and descriptive norms are required to stimulate such behaviours, or whether one such device is sufficient, if supplemented with a strong group context. As such, a follow-up series of experiments could manipulate the type and level of norm within both group and individual consumer conditions.

Fifth, although the minimal group paradigm has been applied to consumer behaviour in this research, the criteria for group membership were not entirely arbitrary, but reflected a positive skill or capability. As such, further research would be welcome, exploring whether far more neutral group membership criteria are sufficient to elicit the same behavioural responses, or whether a more natural consumer environment, where social identities jostle and compete, such a distinctive and positive criterion for membership is a pre-requisite to allow the novel social to 'compete' effectively.

Recommendations for further research are also made with respect to using more sophisticated consumer engagement platforms (as opposed to such a basic survey design), to explore whether such platforms - with their interactive capabilities - are more effective in encouraging both strong in-group behaviours and - through contact capabilities - out-group directed behaviours.

Further research into the specific characteristics of different resources to be exchanged by consumers would also be welcome. This research has led to tentative propositions that time and money are considered very different resources by consumers engaged in prosocial behaviours. More specifically, whilst time is acknowledged within the extant literature as a more effortful and self-expressive resource to exchange (Morales, 2005; Reed et al., 2007), this research has hinted that money could also become a more self-expressive resource if it is perceived as having been earned in through displays of an identity-reinforcing skill or capability. Further research could help bring further clarity and focus to this proposition.

Research would also be welcome in bringing further clarity to the decay or atrophy rates of these group-induced behaviours, and whether the distinct routes proposed in

this research (social identity influence and social norm influence) have an effect on these decay rates.

Finally, and still linked to the decay or atrophy question, further research is recommended to explore whether such prosocial behaviours in the group context can lead to revised attitudes towards such behaviours in other contexts. That is to say, whether group influence can lead to revised attitudes towards prosocial behaviours such that new primes become less necessary over time. To confirm, whilst literature has been identified that supports the general argument for the revision of attitudes based on recent behaviour (e.g. Bagozzi et al., 2004; Bagozzi, 2000; Sharp, 2010; Wilson & Hodges, 1992), as well as in a specific prosocial or sustainability context (Cornelissen et al., 2007), to the best knowledge of this researcher, no research has been undertaken to explore whether group identity driven behaviours (e.g. Forehand, Deshpandé, & Reed, 2002) specifically lead to revised attitudes in relation to these behaviours outside of that group context. Considering the potential for group influence based strategies to create prosocial behaviours as detailed in this research, understanding whether such behaviours can lead to revised broader attitudes beyond the focal identity context (Shavitt, 1990) is very much warranted.

6.9 Conclusion

This research set out to explore and answer the following research question:

Can brand-convened consumer group contexts encourage prosocial behaviors within their constituents?

More specifically, the rationale for the research focused on the typical reliance of marketers on values and personality types in order to provoke what are typically termed moral, ethical or responsible behaviours amongst consumers. It was the opinion of this researcher going into this project that such routes are extremely complex and arguably beyond the reach of most (if not all) brands, and so often end in

disaster for the brand and frustration and loss of trust for the consumer. In short, whilst overt appeals for moral or ethical behaviour may be heard by a well-established minority of consumers, they will, more likely than not, fall on the deaf ears of the majority. Considering the demands now facing business and society with regard to social and environmental stewardship, not engaging the majority is, in simple terms, no longer an option.

Furthermore, it was proposed that this reliance on a complex (but normative) approach was obfuscating a potentially easier (and more pragmatic) route towards what are, at the very least, strong proxies for sustainable behaviours, namely prosocial behaviours. This potentially easier route, it has been argued, involves priming consumers to be members of groups, and that the influences such membership can exert on members is sufficient to elicit these behaviours. The experiment within this thesis set out to explore and map this potentially easier route.

First and foremost, it would appear that this novel route *is* effective: priming group membership can lead to significantly higher levels of prosocial behaviour. Moreover, this research has shown that what is typically manipulated as an effect within an artificial laboratory environment with respect to general group behaviours, can be effectively applied within a far more natural environment, and in the specific context of consumers and brands. Two mechanisms have been identified, both of which lead to prosocial behaviours, with each mechanism seeming to have specific capabilities in eliciting specific prosocial behaviours. With the ambition to help marketers better understand how to encourage these behaviours, highlighting these different approaches to different behavioural outcomes potentially adds a further degree of context and granularity to this research, thus improving its potential to be generalised and of value to practice. In addition, initial exploration of the giving of time and money, how these resources reflect the social category to differing levels, and how the request context and design can change how these resources reflect the social category, all provide a contribution to knowledge to be explored and refined through further research. The results also help construct an array of valuable early-stage tools that can be developed and honed within a practitioner environment.

This research has taken the well-established concept of the minimal group and applied it to a consumer context. It has shown just how 'minimal' the group and its conditions can be, even in this setting. It has shown that a fictitious brand can create near-instantly a novel social category, via remote and relatively rudimentary techniques, and beyond the relative safety of a controlled laboratory setting. Furthermore, it has shown that this brand - which moments earlier had not existed in consumers' minds - can significantly influence various prosocial behaviours amongst consumers who have no specific predisposition toward sustainable behaviour.

Within the social identity literature, there are frequent laments from its long-standing supporters that, such is its popularity, the theory gets misapplied and over-extended, to the point that it risks losing its potency as an explanation of the interaction between the social and the psychological in the context of groups. As three such supporters, Reicher, Spears and Haslam (2010) claim:

'there are always tendencies to overstate one's contribution and to explain everything.... The history of social identity research is not innocent of such tendencies. These are not only misguided, they are dangerous. Empires generally perish by over-reaching themselves, and academic empires are no different.' (pp.45-46).

In this instance, however, the research has attempted to precisely and faithfully migrate specific aspects of social identity theory (and self-categorisation theory) across to specific situations within the consumer and marketing context. It is proposed the results of this migration are interesting and constructive.

Within the original 'minimal group studies' (Tajfel, Flament, Billig, & Bundy, 1971), it was argued that these groups were particularly interesting, in that they were groups 'that had no past or no future' (Reicher et al., 2010; p.47). In the context of this research, the minimal groups created do indeed have no past, and are thus arguably more flexible vehicles for marketing strategy. However, and knowingly misinterpreting Reicher et al.'s (2010) comment, it is proposed that considering their effects, and the growing need for more sustainable behaviours from *all* consumers, in

the marketing context at least, such minimal groups may have at least have some sense of a future.

6.9.1 Personal postscript

I undertook this PhD in order to not only explore with the highest level of academic rigour an area of research that was of considerable interest, but to also become a better researcher per se. There do not appear to be many PhDs within the marketing practitioner domain (compared to other specialisms), and even fewer within the agency world, where I spent the decade before committing to the PhD programme. As I move to complete the PhD, the sentiment I held at the beginning of the programme regarding this paucity has only been reinforced: it is a great shame. The PhD journey has confirmed my view that marketing as a science has enormous potential to transform business and society (for the better). Whatever steps can be taken, to bring this science - and an appreciation of this science - back into the agency world should be taken.

To arrive at the beginning of the PhD process with an initial germ of an idea and to have then traveled with it over several years and through various literature domains, research designs and levels of analysis, has been a truly life-changing experience. It has also been very difficult at times, as the logistical and conceptual challenges seemed at times immovable. The truth is that at several moments in the journey I either wanted to, or thought I would have to, halt the process. The truth is also that the momentum to continue was more often than not provided by several people around me. To those few people, I owe a colossal debt of gratitude.

The PhD journey can be described as both the shortest and the longest three years of my life. However, as it now nears completion, it is with a genuine sense of excitement and enthusiasm that I look to how I can most effectively take forward and develop both my research and my ability as a researcher.

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APPENDICES

Appendix A. Full research protocol

This appendix includes screen shots for the survey instrument as seen by the participants. There were originally six variations of the survey, reduced to four (with the removal of the group inclusiveness condition), with each survey version sharing some core slides, but then displaying slides specific to the condition when necessary.

The screen shots are presented in the following manner. First, the initial email invitation is shown (1). Then the pre-task slides for all participants are shown (2. Pre-task slides: ALL). At the point that the group salience manipulation occurred, the slides for the Low Group Salience condition (3. LGS) are shown first. At the point the group goal manipulation occurs within the LGS group, the slides for normal goal are then shown (3a. LGS/NG), to the end of the second initiative. Then the sustainability goal screen shots are shown (3b. LGS/SG), for the same section.

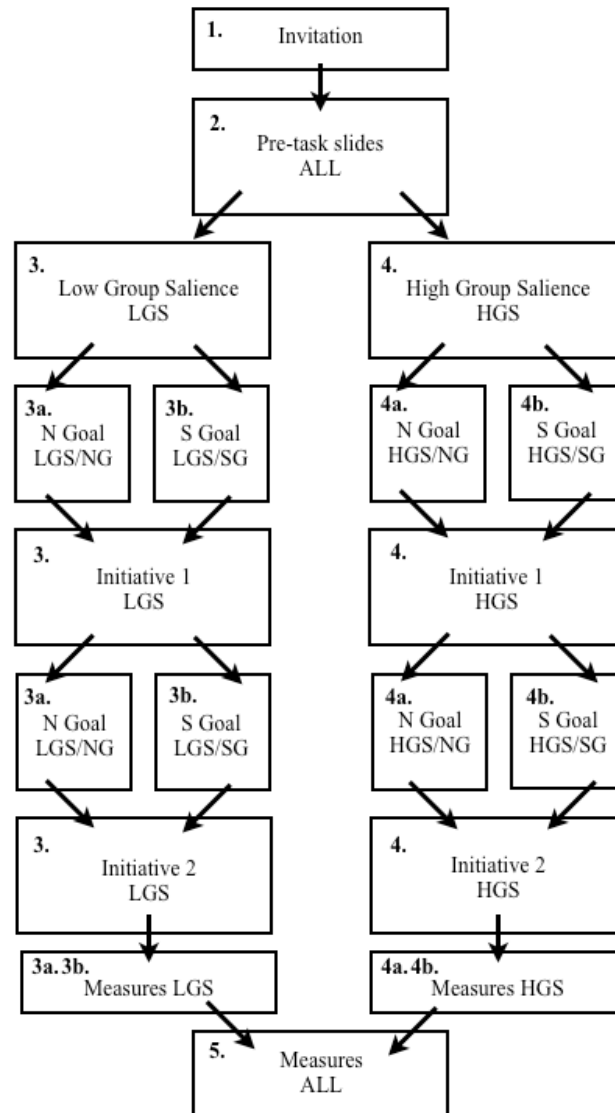
The same pattern then repeats for the high group salience condition: 4. HGS; 4a HGS/NG; 4b HGS/SG.

A single set of screen shots is presented for the final measures (5) from the moment that all conditions were viewing the same materials.

Within the version presented, the order initiative is always the same (leading with Just Add Nature). As initiatives were reversed for 50% of the sample in each condition, the final sub-section (6) shows the language used to link the Charity Consortium interests to the reversed initiative. This is shown for both the low and high group salience conditions.

This 'flow' of the survey, as described above, has been visually represented (see Figure 57).

Figure 57. 'Flow' of research participants through the survey



1. Initial invitation for participants (ALL)

E-MAIL INVITATION TEXT

Subject: New Brand Research

We are conducting a research study looking at the introduction of an exciting new product and we would like your help to make the launch as successful as possible. Your thoughts and reactions will be very useful in helping us finalise our. Your input is vital and the survey will take about 30 minutes to complete.

This survey is being carried out by GfK NOP, an independent market research agency. All information provided is completely anonymous, and will only be used for research purposes.

To start the survey please click ONCE here [\[INSERT LINK\]](#)

If you experience any problems accessing the survey please click [here](#).

Yours sincerely,

Philip xxxxx

Research Manager

GfK NOP

www.gfknop.co.uk

2. Pre-task slides (ALL)



Thank you for taking part in this research today - we are very excited to have your help.

We are a producer of foods, snacks and soft drinks, with our products enjoyed by millions of people every day. We are about to launch an exciting new product, which we believe will be very attractive to consumers. And we would like your help to make the launch as successful as it can be.

We are going to introduce you to the product brand and then ask you to take a look at two potential initiatives we are thinking of using to launch the brand. Your thoughts and reactions to these initiatives will be very useful in helping us finalise our plan, and making the launch as successful as possible.

Whilst you are free to start and stop this project, we would strongly recommend completing all the tasks in one 'sitting'. This way you will benefit from the flow of the tasks, and not have to remind yourself of the goals or objectives. You'll be able to see how you're getting on, by looking at the progress bar in the top-right corner of every page.

However, before proceeding to the brand and the initiatives, we'd like you to answer a few other questions first. Some of these questions will help us get to know you a little better. They will also help you get to know a little better how the process is going to work.

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Next, we're going to show you five pairs of photographs on the next page.

Please tell us which of the two images in each pair you prefer purely from a personal taste or preference point of view.

Please make sure you choose one image from each pair. And remember, as it's your personal preference, there are no wrong answers!

Previous

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GfK NOP

9% complete

Please tell us which of the two images you prefer purely from a personal taste or preference point of view.

Image Pair 1



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Next

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11% complete

Please tell us which of the two images you prefer purely from a personal taste or preference point of view.

Image Pair 2



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Next

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Please tell us which of the two images you prefer purely from a personal taste or preference point of view.

Image Pair 3



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Next

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Please tell us which of the two images you prefer purely from a personal taste or preference point of view.

Image Pair 4



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16% complete

Please tell us which of the two images you prefer purely from a personal taste or preference point of view.

Image Pair 5





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GfK NOP

18% complete

We're now going to show you one more picture. It's going to be of an object you will immediately recognise.

We would like you to write down as many uses as you can think of for that object. These can range from the obvious, to the very unusual. We'd like you to list as many uses as you can think of. Really use your imagination!

You can spend as much time on this task as you like, but we'd recommend not taking more than 3 minutes - you can time yourself.

When you are ready to see the image, press NEXT.

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A house brick

Please list as many uses as you can think of for the object above - from the very obvious to the very extreme. *Be as creative and imaginative as you can!*

We're now going to show you some pairs of words.

We'd like you to select one word in each pair that for you best describes the typeface that is being used on this website today (which is the typeface this sentence is written in!).

Please make sure you choose one word from each pair.

- ☐ Passive ☐ Active
- ☐ Warm ☐ Cool
- ☐ Strong ☐ Weak
- ☐ Loud ☐ Quiet
- ☐ Old ☐ Young
- ☐ Cheap ☐ Expensive
- ☐ Beautiful ☐ Ugly
- ☐ Happy ☐ Sad
- ☐ Delicate ☐ Rugged
- ☐ Calm ☐ Excited
- ☐ Feminine ☐ Masculine
- ☐ Relaxed ☐ Stiff

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How many hours do you typically work a day? This should include studying or any other work that is not paid, and the time it takes to and from work.

- ☐ No time
- ☐ 0-2 hours
- ☐ 3-4 hours
- ☐ 5-6 hours
- ☐ 7-8 hours
- ☐ 9-10 hours
- ☐ 11-12 hours
- ☐ More than 12 hours
- ☐ Not sure

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3. Low group salience (LGS)

GfK

GfK NOP

27% complete

Thank you for your answers - they have helped us get a better idea of who you are. And hopefully you're now a little more familiar with this research platform (including the typeface!).

Click Next to move on.

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GfK

GfK NOP

29% complete

We're now ready to get on with the main tasks - introducing the new brand, and asking for your thoughts and opinions on two potential launch initiatives. You may want to have a pen and paper handy for the rest of your time online today, as you may want to make some notes as you proceed.

First, let us tell you about our new product that we'd like your help with.

We are launching a new organic soft drink. It is a 'triple-cultured' probiotic drink that contains lots of fruit, and is dairy-free. It's high in fibre, low in fat and good for digestive health. And because of the way it's made (through a very traditional fermenting process), the flavours are incredible. The amount of fruit also means that just one small bottle gives you two of your '5-a-day'.

Considering one small bottle contains so much, we're almost certain we're going to name the brand 'abundancy'.

The ambition of abundancy is to make it as easy as possible for you to get as much fruit as you want, in the healthiest way possible, with the best taste and without getting in the way of your busy life!

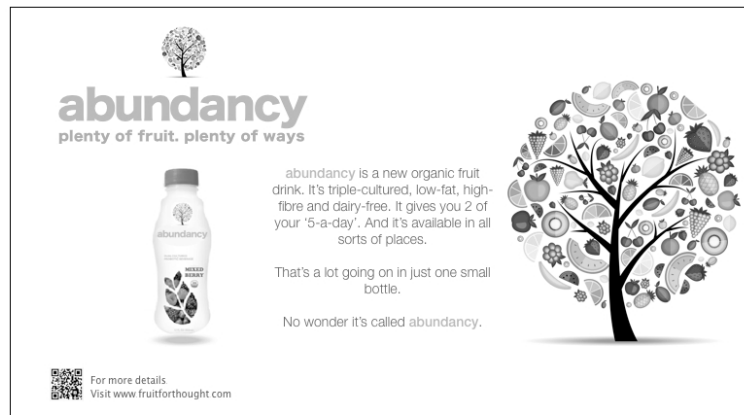
It's our belief that it should be the easiest thing in the world to get all the benefits of great-tasting fruit, whenever you want.

On the next page, you'll see an initial concept board for the brand.

Click on Next to see the concept board.

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Next



abundance
plenty of fruit. plenty of ways

abundance is a new organic fruit drink. It's triple-cultured, low-fat, high-fibre and dairy-free. It gives you 2 of your '5-a-day'. And it's available in all sorts of places.

That's a lot going on in just one small bottle.

No wonder it's called abundance.

For more details
Visit www.fruitforthought.com

Although we'll show you this image again, it may be worth taking some notes at this stage, to capture your initial thoughts. When you've had a good look, click on Next.

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But it's not just about what's in the bottle that makes abundance special. You'll also be able to buy abundance in very different ways.

As well as supermarkets, cafes and corner-shops, we will have specially designed vending machines in places where it's ordinarily difficult (or impossible!) to find fresh fruit or great drinks.

Giving consumers different ways to get hold of abundance is about delivering a whole new level of experience when it comes to great-tasting and healthy soft drinks.

It's about as much fruit as you want, whenever you want it.

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Based on this ambition, abundance will have two distinctive features that are very important to communicate from the moment we launch:

1. **It's always great tasting and healthy - it tastes good, and is good for you.**
2. **It's always available when you want it - it's a better drinking experience.**

Available in eight different fruit combinations, we want abundance to be all about:

Plenty of Fruit. Plenty of Ways.

On the next page, you'll see some very early concept thoughts for a newspaper advertisement we are developing. This will give you more of a feel for what abundance may look like, and the style and tone of the communications around the brand. When you're ready to see the advertisement idea, click on Next.

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Initial print and poster advertising development



When you're ready to move on, click on Next.

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Before going on to look at the two potential launch initiatives, we'd like to hear what you think of what we've shared with you so far - creative input at this stage is still very important for us. Please give us your initial thoughts in the box below. For example, what do you think of the shape of the bottle, the logo, the illustrations in the concepts (such as the tree)? You can write as much or as little as you want, and all comments will only be seen by the brand team.

3a. Low group salience/normal goal (LGS/NG)

Having introduced the product, we'd now like to introduce and discuss the two potential launch initiatives for abundance.

Both initiatives we want to share with you focus on delivering fresh experiences that are exciting and life-affirming for people with modern, busy lifestyles. We're keen to show that abundance champions great new experiences for the consumer.

Specifically, this is the goal of the research today - to review two initiatives that we hope will help abundance show its commitment to great consumer experiences.

We believe your point of view is vital in helping us meet this goal.

Right, let's get to the first initiative - we want to hear your thoughts! Don't worry, we'll give you full instructions on how we want to receive your comments and feedback in the next few pages.

We're calling the first initiative 'Just Add Nature'.

Click on Next to learn more about the idea.

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GfK NOP

45% complete

Just Add Nature

The natural world offers incredible opportunities for once-in-a-lifetime experiences and adventures. Adventures that could never be matched at home or in man-made environments. We at abundance believe the natural world is the most exciting, exhilarating holiday resort in the world. All it needs is you to experience it.

As holiday experiences go, getting close to nature is as good as it gets.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight how these experiences are becoming increasingly popular.

Please take some time to look over these materials - we believe they will give you a richer picture of this issue, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.



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GfK NOP

47% complete

We want abundance to be a brand famous for its commitment to giving our consumers the best 'life experiences' - in this case experiencing the world around us.

When it's all too easy to get swept along in the bustle of every-day routine, we are passionate about getting people experiencing, exploring and enjoying our exhilarating natural world.

OK, here comes the initiative.

Click Next to continue.

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Just Add Nature

abundance is excited to offer 120 'once-in-a-lifetime' adventure holidays into the most remote and beautiful parts of the world. The aim is to enable people to interact, enjoy and marvel at nature in all its glory, first hand.

abundance consumers would have to collect a number of tokens from individual cartons or packs and then apply on-line, giving us - and everyone else - a short pitch as to why they should be chosen.

abundance would select ten entries each month, every month for a year. We would also create a online community site, sharing details of the specific trips up for grabs (to different countries and regions, with different associated activities), and allowing those who have made the trip to share their stories and photos with everyone to inspire others to take the plunge and apply. There is absolutely no reason why those who are selected could not raise money for specific charities - this may even become a part of their mini-pitch to win the trip.

On the next page is a preliminary concept we're developing to promote the initiative in magazines and on posters.

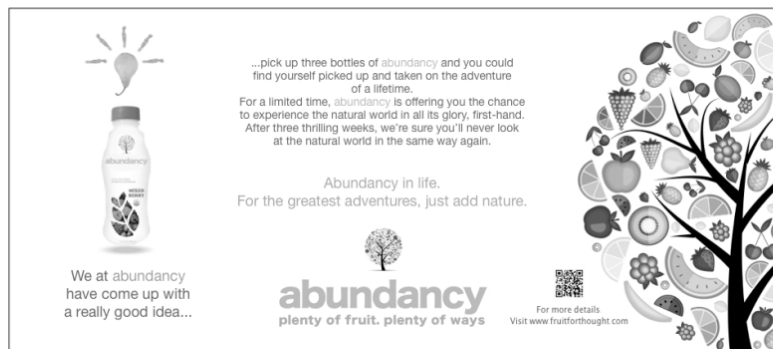
Click Next to see the concept.

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Magazine and poster development for Just Add Nature initiative (click on the image to open a larger version in a fresh browser window)

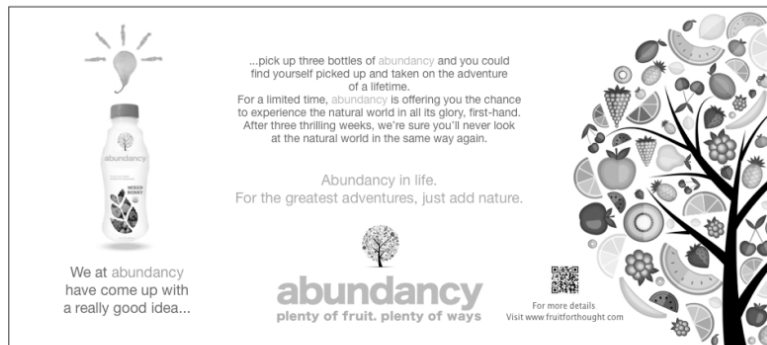


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If you've had enough time to think about this potential launch initiative, we'd now love to hear your thoughts and opinions. We've included the artwork again just as a reference.



Please write as much - or as little - as you want in the dialogue box below. Please don't worry too much about structuring your comments - we'll sort through everything once we've received them. Remember you can spend as long as you want on this section. Your opinion is really very important to us.

We look forward to hearing what you think!

Once you have added everything you want to add and are satisfied with your contribution, please click on Next to proceed.

Thank you very much for your contribution so far. We're sure your feedback will be very influential in helping us fine tune the launch of abundance.

Having shared this first initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please select one option from those given below:

Click Next to continue.

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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GfK

GfK NOP

58% complete

OK, onto initiative number 2. To reiterate, we want this initiative to reflect the brand's commitment to give consumers the best possible experiences in life.

In this initiative, we're focusing on experiences around sport, and specifically team sports.

We're calling it 'A Sporting Chance'.

When you're ready to move on, click Next.

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GfK

GfK NOP

60% complete

If there is one thing the Olympics showed us in 2012, it's that sport is a great part of life. It provides opportunities to build friendships, learn skills and share in incredible moments of 'togetherness'.

Playing sport can be an exhilarating experience, can be addictive, and can even be a career. Team sport can also improve your broader career prospects, through creating new friendships and networks.

Whether you play to win, or love the camaraderie, sport is undeniably one of life's great experiences.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight the great personal experiences we can have through playing sport - especially team sport.

Please take some time to look over these materials - we believe they will give you a richer picture of the personal benefits from sport, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.



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GfK NOP

62% complete

We want abundance to be a brand famous for its commitment to giving our consumers the best 'life experiences', in this case sport.

When life gets too busy, and it can feel just too hard to make it onto the playing field, we are passionate about getting people outside and into team sports.

We want to make it easier for more people to play more sport and enjoy all the benefits that gives them.

Here comes the second potential launch initiative: 'A Sporting Chance'.

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GfK NOP

64% complete

A Sporting Chance

abundance is excited to be the lead partner on a 'sports for all' initiative. The initiative provides structured introductory sessions to a range of sports, with full coaching, opportunities for further training, mentoring and even talent-spotting where appropriate.

All people would need to do in order to get involved, is go to a special abundance website, register and then tell us which sports they'd like to try, or get back involved with - and why. We'd have chat rooms and galleries, where people who are back in sport can share their stories and photos with others who are thinking about getting involved.

The initiative would be particularly active within inner-city communities, where access to well-resourced and well-structured sports resources are often extremely limited.

The initiative would establish league tables and competitions, and would be open to everyone, from first-time try-outs, to born again sportsmen and women. Its mission is to give everyone the opportunity to try and enjoy sport. The initiative would offer everyone 'A Sporting Chance'.

abundance is working with a consortium of specialist providers (made up of charities and foundations like 'Access Sport', the 'Youth Sport Trust' and 'SportsAid UK') to explore this initiative. It's called The Charity Consortium, and in fact, the idea for the initiative has come from some recent similar research amongst employees and volunteers from the charities and foundations.

On the next page is an early concept we're developing to promote the initiative.

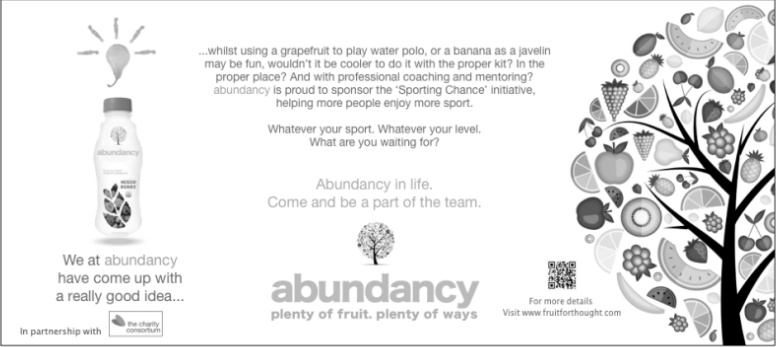
When you're ready to proceed, click on NEXT.

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Early development of 'A Sporting Chance' initiative (clicking the image will open it in a new browser window)



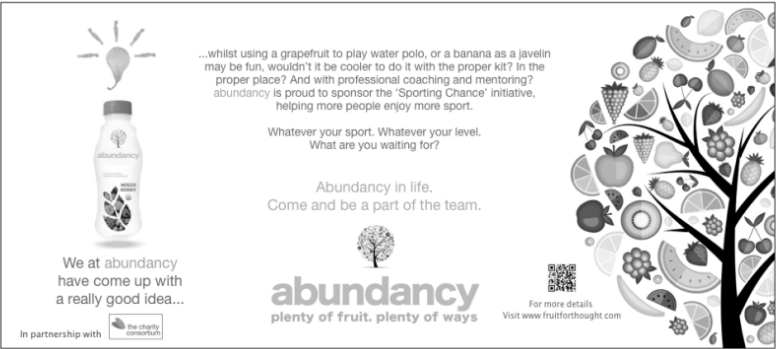
When you're ready to move on, click on Next.

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If you've had enough time to think about the second proposed launch initiative, we'd now love to hear your thoughts and opinions. We've included some of the early artwork for reference again.



Please write as much - or as little - as you want in the text box below. Again, please don't worry too much about structuring your comments - we'll sort through everything once we've received them. Please also remember that you can spend as long as you like completing this.

We look forward to hearing what you think! Enter your comments and feedback below.

Once you have added everything you want to add, please press Next.

GfK

GfK NOP

69% complete

Thank you very much for your contribution so far. We're sure your feedback will be very influential in helping us fine tune the launch of abundance.

Having shared this second initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product?
Please answer from the scale below:

Click on Next to proceed.

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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GfK

GfK NOP

73% complete

OK, we're getting close to finishing now - thank you!

We're very grateful for your time and effort in helping us finalise our launch plans for abundance. We've also noticed that you specifically have spent more time than many others reading through through material and offering your comments, thoughts and opinions. To thank you for 'going the extra mile' with us, we'd like to enter you into a draw for a further £10 incentive (alongside the £10 you are already receiving). If you are selected, this additional £10 will be on top of your main incentive.

As you know, for the second initiative, abundance is working closely with a consortium of charities and foundations that are committed to similar goals as abundance. If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with that consortium to help them meet their goal - we can make the payment directly to them when we finalise your incentive. Please select from the options below.

How you answer this question will not affect your chances of winning in any way.

the charity consortium

- ☐ Me: £10 / The Charity Consortium: £0
- ☐ Me: £9 / The Charity Consortium: £1
- ☐ Me: £8 / The Charity Consortium: £2
- ☐ Me: £7 / The Charity Consortium: £3
- ☐ Me: £6 / The Charity Consortium: £4
- ☐ Me: £5 / The Charity Consortium: £5
- ☐ Me: £4 / The Charity Consortium: £6
- ☐ Me: £3 / The Charity Consortium: £7
- ☐ Me: £2 / The Charity Consortium: £8
- ☐ Me: £1 / The Charity Consortium: £9
- ☐ Me: £0 / The Charity Consortium: £10

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As you also know, The Charity Consortium has been carrying out its own research, and we'd like to offer them some additional help - especially as we're trying to achieve the same thing. Remember, this second initiative idea came from their research!

We'd like to ask if you'd be prepared to be a participant in some of their follow-up research. To be clear, this would not be abundance research, and would be independent and separate to the work and goals we're focusing on today.

Please take a look at the options below, and then select the corresponding button below.

Again, how you answer this question will not affect your chances of winning the additional incentive in any way.

If you selected from options B-G, we'll be back in touch soon to set this up.



- ☐ A: No thanks, I'm not willing to help The Charity Consortium further
- ☐ B: Yes, I'm willing to help The Charity Consortium further, by taking part in an online survey - **10min duration**
- ☐ C: Yes, I'm willing to help The Charity Consortium further, by taking part in a more detailed online survey - **20min duration**
- ☐ D: Yes, I'm willing to help The Charity Consortium further, by taking part in a telephone interview - **30min duration**
- ☐ E: Yes, I'm willing to help The Charity Consortium further, by taking part in a face to face interview - **40min duration**
- ☐ F: Yes, I'm willing to help The Charity Consortium further, by taking part in a focus group - **60min duration**
- ☐ G: Yes, I'm willing to host a focus group for The Charity Consortium in my home - **120min duration**

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3b. Low group salience/sustainability goal (LGS/SG)

Having introduced the product, we'd now like to introduce and discuss the two potential launch initiatives for abundance.

Both initiatives we want to share with you focus on delivering on abundance's commitment to health and wellbeing - not just for those who go out and buy abundance (our consumers), but for everyone. abundance is committed to a healthy environment and vibrant society. This is sometimes called a commitment to sustainability, or corporate social responsibility.

Specifically, this is the goal of the research today - to review two initiatives that we hope will help abundance show its commitment to sustainability.

We believe your point of view is vital in helping us meet our goal.

Right, let's get to the first initiative - we want to hear your thoughts! Don't worry, we'll give you full instructions on how we want to receive your comments and feedback in the next few pages.

We're calling the initiative 'Just Add Nature'.

Click on Next to learn more about the idea.

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Fewer and fewer of us get to experience, enjoy and respect the natural world, understanding what it gives us, and how we need to protect the services it provides us. Instead, we are increasingly focused on living inside, seeing the great outdoors not as a partner for adventure, but as a potential foe, often placing us at risk.

But as we increasingly ignore nature, and what it does for us, it looks as if we are actually putting ourselves at risk in terms of mental and physical wellbeing.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight the importance of the natural world to our general wellbeing.

Please take some time to look over these materials - we believe they will give you a richer picture of this type of holiday, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.



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We want abundance to be a brand famous for its commitment to encouraging healthy lifestyles for everyone, and helping people live more responsible and sustainable lives which are more enriching.

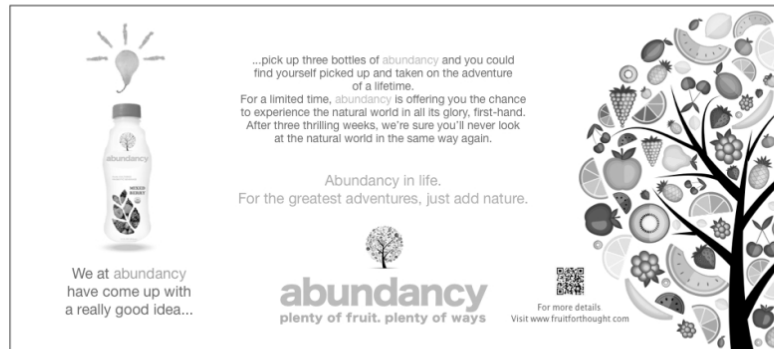
When it's all too easy to get swept along in the bustle of every-day routine, we are passionate about getting people experiencing, exploring and enjoying our natural world.

OK, here comes the initiative.

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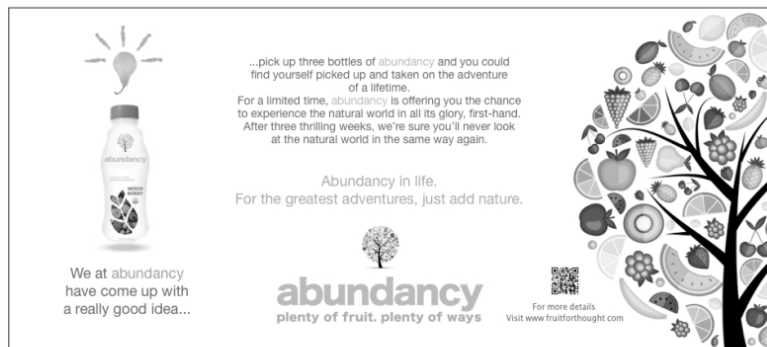
Magazine and poster development for Just Add Nature initiative (click on the image to open a larger version in a fresh browser window)



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If you've had enough time to think about this potential launch initiative, we'd now love to hear your thoughts and opinions. We've included the artwork again just as a reference.



Please write as much - or as little - as you want in the dialogue box below. Please don't worry too much about structuring your comments - we'll sort through everything once we've received them. Remember you can spend as long as you want on this section. Your opinion is really very important to us.

We look forward to hearing what you think!

Once you have added everything you want to add and are satisfied with your contribution, please click on Next to proceed.

GfK NOP

55% complete

Thank you very much for your contribution so far. We're sure your feedback will be very influential in helping us fine tune the launch of abundance.

Having shared this first initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please select one option from those given below:

Click Next to continue.

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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GfK NOP

60% complete

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If there is one thing the Olympics showed us in 2012, it's that sport is important to us: important for engaging with our loved ones, colleagues and neighbours and important for the effective functioning of our communities, and society as a whole. Away from the Olympics, sport is proven to be a major contributor to physical and mental long-term health. To be clear, we're not talking about going the gym (although training is important) but the benefits of physical exercise in a team environment.

Exercising with other people who share a similar goal (or who want to score a goal!) is good for us, both physically and mentally.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight the physical and mental benefits of team sports.

Please take some time to look over these materials - we believe they will give you a richer picture of the social importance of sport, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.



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GfK NOP

62% complete

But we know being able to play sport is a privilege that many do not think they can afford (in time or money).

As a brand committed to improving our overall social and physical wellbeing in whatever small (or large) way we can, abundance is committed to giving as many people who want to play sport, the chance to play sport.

Here comes the second potential launch initiative: 'A Sporting Chance.'

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A Sporting Chance

abundance is excited to be the lead partner on a 'sports for all' initiative. The initiative provides structured introductory sessions to a range of sports, with full coaching, opportunities for further training, mentoring and even talent-spotting where appropriate.

All people would need to do in order to get involved, is go to a special abundance website, register and then tell us which sports they'd like to try, or get back involved with - and why. We'd have chat rooms and galleries, where people who are back in sport can share their stories and photos with others who are thinking about getting involved.

The initiative would be particularly active within inner-city communities, where access to well-resourced and well-structured sports resources are often extremely limited.

The initiative would establish league tables and competitions, and would be open to everyone, from first-time try-outs, to born again sportsmen and women. Its mission is to give everyone the opportunity to try and enjoy sport. The initiative would offer everyone 'A Sporting Chance'.

abundance is working with a consortium of specialist providers (made up of charities and foundations like 'Access Sport', the 'Youth Sport Trust' and 'SportsAid UK') to explore this initiative. It's called The Charity Consortium, and in fact, the idea for the initiative has come from some recent similar research amongst employees and volunteers from the charities and foundations.



On the next page is an early concept we're developing to promote the initiative.

When you're ready to proceed, click on NEXT.

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Early development of 'A Sporting Chance' initiative (clicking the image will open it in a new browser window)



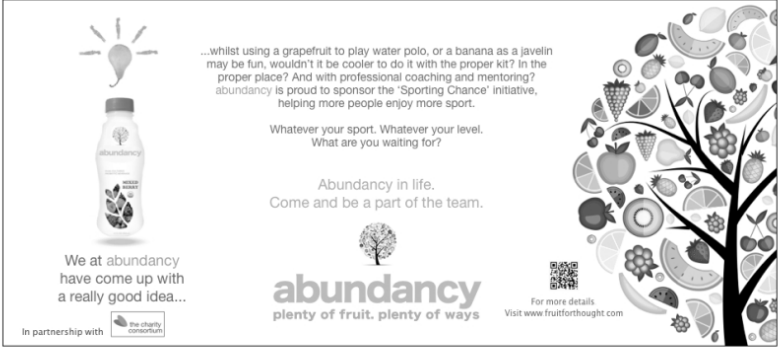
When you're ready to move on, click on Next.

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If you've had enough time to think about the second proposed launch initiative, we'd now love to hear your thoughts and opinions. We've included some of the early artwork for reference again.



Please write as much - or as little - as you want in the text box below. Again, please don't worry too much about structuring your comments - we'll sort through everything once we've received them. Please also remember that you can spend as long as you like completing this.

We look forward to hearing what you think! Enter your comments and feedback below.

Once you have added everything you want to add, please press Next.

Thank you very much for your contribution so far. We're sure your feedback will be very influential in helping us fine tune the launch of abundance.

Having shared this second initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please answer from the scale below:

Click on Next to proceed.

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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OK, we're getting close to finishing now - thank you!

We're very grateful for your time and effort in helping us finalise our launch plans for abundance. We've also noticed that you specifically have spent more time than many others reading through through material and offering your comments, thoughts and opinions. To thank you for 'going the extra mile' with us, we'd like to enter you into a draw for a further £10 incentive (alongside the £10 you are already receiving). If you are selected, this additional £10 will be on top of your main incentive.

As you know, for the second initiative, abundance is working closely with a consortium of charities and foundations that are committed to similar goals as abundance. If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with that consortium to help them meet their goal - we can make the payment directly to them when we finalise your incentive. Please select from the options below.

How you answer this question will not affect your chances of winning in any way.



- ☐ Me: £10 / The Charity Consortium: £0
- ☐ Me: £9 / The Charity Consortium: £1
- ☐ Me: £8 / The Charity Consortium: £2
- ☐ Me: £7 / The Charity Consortium: £3
- ☐ Me: £6 / The Charity Consortium: £4
- ☐ Me: £5 / The Charity Consortium: £5
- ☐ Me: £4 / The Charity Consortium: £6
- ☐ Me: £3 / The Charity Consortium: £7
- ☐ Me: £2 / The Charity Consortium: £8
- ☐ Me: £1 / The Charity Consortium: £9
- ☐ Me: £0 / The Charity Consortium: £10

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As you also know, The Charity Consortium has been carrying out its own research, and we'd like to offer them some additional help - especially as we're trying to achieve the same thing. Remember, this second initiative idea came from their research!

We'd like to ask if you'd be prepared to be a participant in some of their follow-up research. To be clear, this would not be abundance research, and would be independent and separate to the work and goals we're focusing on today.

Please take a look at the options below, and then select the corresponding button below.

Again, how you answer this question will not affect your chances of winning the additional incentive in any way.

If you selected from options B-G, we'll be back in touch soon to set this up.



- ☐ A: No thanks, I'm not willing to help The Charity Consortium further
- ☐ B: Yes, I'm willing to help The Charity Consortium further, by taking part in an online survey - 10min duration
- ☐ C: Yes, I'm willing to help The Charity Consortium further, by taking part in a more detailed online survey - 20min duration
- ☐ D: Yes, I'm willing to help The Charity Consortium further, by taking part in a telephone interview - 30min duration
- ☐ E: Yes, I'm willing to help The Charity Consortium further, by taking part in a face to face interview - 40min duration
- ☐ F: Yes, I'm willing to help The Charity Consortium further, by taking part in a focus group - 60min duration
- ☐ G: Yes, I'm willing to host a focus group for The Charity Consortium in my home - 120min duration

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4. High group salience (HGS)

GfK

GfK NOP

27% complete

Thank you for your answers - they have helped us get a better idea of who you are. Your responses today - and your responses to the questions in the email a few days ago - tell us you are a very creative individual, with a clear ability to think laterally and imaginatively. You are very much the sort of person we need the help of during this process, as we're trying to fine-tune highly creative aspects of our launch. Your comments and feedback will be especially important to us, and in a moment we'll share more information on our specific ambitions today.

There are some other people who have shown similar levels of creative and lateral thinking to you, and we're going to place you all in one specific group. This is so we know to look out for you when you're making any comments and giving us feedback. On the next page we'll explain this group in a little more detail. When you're ready, click on Next.

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GfK

GfK NOP


29% complete

As someone who has the potential to think laterally and creatively, you're now a member of The 20/20 Creative Vision group (because we think your foresight will help us make our new brand launch more of a success). This group is made up of a small number of people who have performed particularly well in the initial tasks presented today - people like you.

You're member No. 4 of The 20/20 Creative Vision Group - congratulations!

Below is a badge that will now appear on every page of this process for you. Only you and other members of The 20/20 Group will see this badge.

You and other 20/20 Group members will be carrying out the same tasks as everyone else who is helping us today, but we may sometimes ask you specific questions, and having this badge will help us know when to pay special attention to your responses.



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The
Creative
Vision
Group

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We're now ready to get on with the main tasks - introducing the new brand, and asking for you and your group's thoughts and opinions on two potential launch initiatives. You may want to have a pen and paper handy for the rest of your time online today, as you may want to make some notes as you proceed.

First, let us tell you about our new product that we'd like your and The 20/20 Group's help with.

We are launching a new organic soft drink. It is a 'triple-cultured' probiotic drink that contains lots of fruit, and is dairy-free. It's high in fibre, low in fat and good for digestive health. And because of the way it's made (through a very traditional fermenting process), the flavours are incredible. The amount of fruit also means that just one small bottle gives you two of your '5-a-day'.

Considering one small bottle contains so much, we're almost certain we're going to name the brand 'abundancy'.

The ambition of abundancy is to make it as easy as possible for you to get as much fruit as you want, in the healthiest way possible, with the best taste and without getting in the way of your busy life!

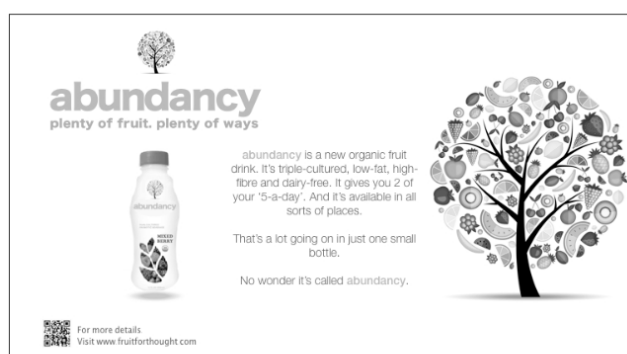
It's our belief that it should be the easiest thing in the world to get all the benefits of great-tasting fruit, whenever you want.

On the next page, you'll see an initial concept board for the brand.

Click on Next to see the concept board.

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Although we'll show you this image again, it may be worth taking some notes at this stage, to capture your initial thoughts.

When you've had a good look, click on Next.

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But it's not just about what's in the bottle that makes abundancy special. You'll also be able to buy abundancy in very different ways.

As well as supermarkets, cafes and corner-shops, we will have specially designed vending machines in places where it's ordinarily difficult (or impossible) to find fresh fruit or great drinks.

Giving consumers different ways to get hold of abundancy is about delivering a whole new level of experience when it comes to great-tasting and healthy soft drinks.

It's about as much fruit as you want, whenever you want it.

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Based on this ambition, abundancy will have two distinctive features that are very important to communicate from the moment we launch:

1. **It's always great tasting and healthy - it tastes good, and is good for you.**
2. **It's always available when you want it - it's a better drinking experience.**

Available in eight different fruit combinations, we want abundancy to be all about:

Plenty of Fruit. Plenty of Ways.

On the next page, you'll see some very early concept thoughts for a newspaper advertisement we are developing. This will give you more of a feel for what abundancy may look like, and the style and tone of the communications around the brand. When you're ready to see the advertisement idea, click on Next.

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Initial print and poster advertising development



When you're ready to move on, click on Next.

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Before going on to look at the two potential launch initiatives, as a member of The 20/20 Group, we'd like to hear what you think of what we've shared with you so far - creative input at this stage is still very important for us. Please give us your initial thoughts in the dialogue box below. For example, what do you think of the shape of the bottle, the logo, the illustrations in the concepts (such as the tree)? You can write as much or as little as you want, and all comments will only be seen by the brand team.



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4a. High group salience/normal goal (HGS/NG)



Having introduced the product, we'd now like to introduce and discuss the two potential launch initiatives for abundance.

Both initiatives we want to share with you focus on delivering fresh experiences that are exciting and life-affirming for people with modern, busy lifestyles. We're keen to show that abundance champions great new experiences for the consumer.

Specifically, this is the goal of the research today - to review two initiatives that we hope will help abundance show its commitment to great consumer experiences.

We believe your point of view is vital in helping us meet this goal.

Right, let's get to the first initiative - we want to hear your thoughts! Don't worry, we'll give you full instructions on how we want to receive your comments and feedback in the next few pages.

We're calling the first initiative 'Just Add Nature'.

Click on Next to learn more about the idea.

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Just Add Nature

abundance is excited to offer 120 'once-in-a-lifetime' adventure holidays into the most remote and beautiful parts of the world. The aim is to enable people to interact, enjoy and marvel at nature in all its glory, first hand.

abundance consumers would have to collect a number of tokens from individual cartons or packs and then apply on-line, giving us - and everyone else - a short pitch as to why they should be chosen.

abundance would select ten entries each month, every month for a year. We would also create a online community site, sharing details of the specific trips up for grabs (to different countries and regions, with different associated activities), and allowing those who have made the trip to share their stories and photos with everyone to inspire others to take the plunge and apply. There is absolutely no reason why those who are selected could not raise money for specific charities - this may even become a part of their mini-pitch to win the trip.

On the next page is a preliminary concept we're developing to promote the initiative in magazines and on posters.

Click Next to see the concept.

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Magazine and poster development for Just Add Nature initiative (click on the image to open a larger version in a fresh browser window)

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Before giving us your feedback, if there is anything unclear about this initiative as it's been described here, you can post a question or query via the text box below. Rather than us in the brand team trying to answer, your query will be shared with any other members of The 20/20 Group who are online right now, so we get more opinions and views on your comment. If they think they can help you, their responses will be sent to you via a direct message (in an email).

If you've no queries, and are happy to proceed to giving us your full comments and feedback on the initiative, then click on Next. Remember, you can take as long as you like, so if you'd like to spend more time re-reading your notes, you can do so.



If you do post a query, any responses will only be sent on to you if you are still reviewing this specific initiative. If you've already moved on to the next section of the research by the time someone responds, then the message will not be sent to you.

Click Next to proceed.

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GfK

GfK NOP

56% complete

20-20

The Creative Vision Group

There are some aspects other 20/20 Group members are asking for help on - they are shown below. If you think you can help answer or clarify, you can reply via the text box underneath each query. Whatever you can add will go back to the other 20/20 members, and may help them give more informed feedback on the initiative.

If you do not wish to respond to any of the queries, please just click NEXT to proceed to the next page.

If you do wish to respond to any of the queries, once you have written your response, click on Next to proceed.

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The Creative Vision Group

'What sort of activities should be available on the holidays? Should they avoid anything that potentially 'interferes' with the environment?' 20/20 Group Member 13 posted 37 minutes ago

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The Creative Vision Group

'I like the idea of people somehow choosing where they want to go via the site - is that a good idea?' 20/20 Group Member 18 posted 42 minutes ago

20-20

The Creative Vision Group

'Isn't going to be too hard for people to get three weeks off work to do this? Doesn't that make the whole thing impossible to do - who can get 3 weeks off work?!?!?!' 20/20 Group Member 1 posted 26 minutes ago

20-20

The Creative Vision Group

'Is this just for 'fit' young people, or would anyone be able to apply? I'm in my late 50s and would love to do this sort of thing - would you let me?' 20/20 Group Member 7 posted 31 minutes ago

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The Creative Vision Group

'What about a TV series, following the winners? I remember the BBC series with Euan McGregor & his friend traveling the world on bikes. Could we do something similar with this?' 20/20 Group Member 15 posted 39 minutes ago

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GfK

GfK NOP

58% complete

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The Creative Vision Group

If you've had enough time to think about this potential launch initiative, we'd now love to hear your thoughts and opinions. We've included the artwork again just as a reference.

...pick up three bottles of abundance and you could find yourself picked up and taken on the adventure of a lifetime.

For a limited time, abundance is offering you the chance to experience the natural world in all its glory, first-hand. After three thrilling weeks, we're sure you'll never look at the natural world in the same way again.

Abundance in life.
For the greatest adventures, just add nature.

We at abundance have come up with a really good idea...

abundance
plenty of fruit. plenty of ways

For more details
Visit www.fruitofthought.com

Please write as much - or as little - as you want in the box below. Please don't worry too much about structuring your comments - we'll sort through everything once we've received them. Remember, you can spend as long as you want on this section. As a 20/20 Group member, your opinion is really very important to us.

We look forward to hearing what you think!

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The Creative Vision Group

Once you have added everything you want to add and are satisfied with your contribution, please click on Next to proceed.

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Thank you very much for your contribution so far. We're sure your feedback, and the feedback of others in The 20/20 Group will be very influential in helping us fine tune the launch of abundancy.

Having shared this first initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundancy ran this initiative as described, how likely would you be to buy the product? Please select one option from below:

Click Next to continue.

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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OK, onto initiative number 2. To reiterate, we want this initiative to reflect the brand's commitment to give consumers the best possible experiences in life.

In this initiative, we're focusing on experiences around sport, and specifically team sports.

We're calling it 'A Sporting Chance'.

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If there is one thing the Olympics showed us in 2012, it's that sport is a great part of life. It provides opportunities to build friendships, learn skills and share in incredible moments of 'togetherness'.

Playing sport can be an exhilarating experience, can be addictive, and can even be a career. Team sport can also improve your broader career prospects, through creating new friendships and networks.

Whether you play to win, or love the camaraderie, sport is undeniably one of life's great experiences.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight the great personal experiences we can have through playing sport - especially team sport.

Please take some time to look over these materials - we believe they will give you a richer picture of the personal benefits from sport, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.

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We want abundance to be a brand famous for its commitment to giving our consumers the best 'life experiences', in this case sport.

When life gets too busy, and it can feel just too hard to make it onto the playing field, we are passionate about getting people outside and into team sports.

We want to make it easier for more people to play more sport and enjoy all the benefits that gives them.

As a member of The 20/20 Group, we are confident you understand what we're trying to achieve, and can help us to get there.

Here comes the second potential launch initiative: 'A Sporting Chance'.

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A Sporting Chance

abundance is excited to be the lead partner on a 'sports for all' initiative. The initiative provides structured introductory sessions to a range of sports, with full coaching, opportunities for further training, mentoring and even talent-spotting where appropriate.

All people would need to do in order to get involved, is go to a special abundance website, register and then tell us which sports they'd like to try, or get back involved with - and why. We'd have chat rooms and galleries, where people who are back in sport can share their stories and photos with others who are thinking about getting involved.

The initiative would be particularly active within inner-city communities, where access to well-resourced and well-structured sports resources are often extremely limited.

The initiative would establish league tables and competitions, and would be open to everyone, from first-time try-outs, to born again sportsmen and women. Its mission is to give everyone the opportunity to try and enjoy sport. The initiative would offer everyone 'A Sporting Chance'.

abundance is working with a consortium of specialist providers (made up of charities and foundations like 'Access Sport', the 'Youth Sport Trust' and 'SportsAid UK') to explore this initiative. It's called The Charity Consortium, and in fact, the idea for the initiative has come from some recent similar research amongst employees and volunteers from the charities and foundations.



On the next page is an early concept we're developing to promote the initiative.

When you're ready to proceed, click on NEXT.

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Early development of 'A Sporting Chance' initiative (clicking the image will open it in a new browser window)

The advertisement features a central image of a bottle of abundance water with a lightbulb above it. To the right is a large, stylized tree made of various fruits. Text on the left says: "We at abundance have come up with a really good idea..." Below this is a small logo for "the charity consortium" and the text "In partnership with". Text in the center says: "...whilst using a grapefruit to play water polo, or a banana as a javelin may be fun, wouldn't it be cooler to do it with the proper kit? In the proper place? And with professional coaching and mentoring? abundance is proud to sponsor the 'Sporting Chance' initiative, helping more people enjoy more sport." Below this is: "Whatever your sport. Whatever your level. What are you waiting for?" and "Abundance in life. Come and be a part of the team." At the bottom center is the abundance logo with the tagline "plenty of fruit. plenty of ways". At the bottom right is a QR code and the text "For more details Visit www.fruitforthought.com".

When you're ready to move on, click on Next.

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Having seen the materials for this potential initiative, when you're ready to share your thoughts and opinions with us, please click NEXT. Remember, you can take as much time as you like, so if you'd like to spend more time re-reading your notes, you can do so.

And as before, if there is anything unclear about the initiative as it's described here, you can also post a question via the text box below before you give us your final thoughts. Any queries will be shared with other members of your 20/20 Group who are currently online. Again, if they can, we're sure they will try and help you. Any replies they submit will be messaged directly to you, providing you are still evaluating this initiative.

If you've no queries, and are ready to let us know your thoughts on the initiative, please just click NEXT.



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Others from The 20/20 Group have raised some queries, or made some preliminary comments - see below. Maybe you can help?

If you think you can help answer or clarify, you can reply via the text box underneath each query. Whatever you can add will go back to the other 20/20 members, and may help them give more informed feedback on the initiative.

Once you have submitted any responses, please click Next.

If you do not wish to respond to any of the queries, please just click NEXT to proceed to the next page.

'How many sports will the initiative offer? Should it be just the 'normal' sports, or what about offering more unusual sports?' 20/20 Group Member 8 posted 26 minutes ago



'How long will the sponsorship last? A year? Two years? What is the current view? Would be awful to leave people 'dangling' after their try-out.' 20/20 Group Member 14 posted 32 minutes ago



'Is this sport for young people/children even? Or could it be open to older people - even senior citizens? I'd like to hear what others think before committing to a more detailed response!' 20/20 Group Member 3 posted 22 minutes ago



'What happens when abundance withdraws?' 20/20 Group Member 6 posted 24 minutes ago



'What about equipment? Am not sure many people can afford the kit? What about abundance supplying access to that as well?' 20/20 Group Member 15 posted 33 minutes ago



'How about improving actual facilities - pitches courts, lighting etc - is this something that can be considered? Or is it just the sports activity?' 20/20 Group Member 5 posted 23 minutes ago



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If you've had enough time to think about the second proposed initiative, we'd now love to hear your thoughts and opinions. Please write as much - or as little - as you want in the dialogue box below. Again, please don't worry too much about structuring your comments - we'll sort through everything once we've received them.

We look forward to hearing what you think!



Once you have added everything you want to add, please press Next.



Thank you very much for your contribution so far. Again, we're sure your feedback, and that of others in The 20/20 Group, will help us really improve the launch of abundance.

Having shared this second initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please answer from the scale below:

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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OK, we're getting towards the end now.

We're very grateful for your time and effort in helping us finalise our launch plans for abundance. We've also noticed that you specifically have spent more time than many others reading through material and offering your comments, thoughts and opinions. To thank you for 'going the extra mile' with us, we'd like to enter you into a draw for a further £10 incentive (alongside the £10 you are already receiving). If you are selected, this additional £10 will be on top of your main incentive.

As you know, for the second initiative, abundance is working closely with a consortium of charities and foundations that are committed to similar goals as abundance. If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with that consortium - we can make the payment directly to them when we sort out your incentive. Please select from the options on the right.

How you answer this question will not affect your chances of winning in any way.



- ☐ Me: £10 / The Charity Consortium: £0
- ☐ Me: £9 / The Charity Consortium: £1
- ☐ Me: £8 / The Charity Consortium: £2
- ☐ Me: £7 / The Charity Consortium: £3
- ☐ Me: £6 / The Charity Consortium: £4
- ☐ Me: £5 / The Charity Consortium: £5
- ☐ Me: £4 / The Charity Consortium: £6
- ☐ Me: £3 / The Charity Consortium: £7
- ☐ Me: £2 / The Charity Consortium: £8
- ☐ Me: £1 / The Charity Consortium: £9
- ☐ Me: £0 / The Charity Consortium: £10

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GfK

GfK NOP

84% complete



As you also know, The Charity Consortium has been carrying out its own research, and we'd like to offer them some additional help - especially as we're trying to achieve the same thing. Remember, this second initiative idea came from their research!

We'd like to ask if you'd be prepared to be a participant in some of their follow-up research. To be clear, this would not be abundance research, and would be independent and separate to the work and goals we're focusing on today.

Please take a look at the table below, make a note of your option, and then select the corresponding button below.

Again, how you answer this question will not affect your chances of winning the additional incentive in any way.

If you selected from options B-G, we'll be back in touch soon to set this up.



- ☐ A: No thanks, I'm not willing to help The Charity Consortium further
- ☐ B: Yes, I'm willing to help The Charity Consortium further, by taking part in an online survey - **10min duration**
- ☐ C: Yes, I'm willing to help The Charity Consortium further, by taking part in a more detailed online survey - **20min duration**
- ☐ D: Yes, I'm willing to help The Charity Consortium further, by taking part in a telephone interview - **30min duration**
- ☐ E: Yes, I'm willing to help The Charity Consortium further, by taking part in a face to face interview - **40min duration**
- ☐ F: Yes, I'm willing to help The Charity Consortium further, by taking part in a focus group - **60min duration**
- ☐ G: Yes, I'm willing to host a focus group for The Charity Consortium in my home - **120min duration**

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4b. High group salience/sustainability goal (HGS/SG)

GfK

GfK NOP

47% complete



Fewer and fewer of us get to experience, enjoy and respect the natural world, understanding what it gives us, and how we need to protect the services it provides us. Instead, we are increasingly focused on living inside, seeing the great outdoors not as a partner for adventure, but as a potential foe, often placing us at risk.

But as we increasingly ignore nature, and what it does for us, it looks as if we are actually putting ourselves at risk in terms of mental and physical wellbeing.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight the importance of the natural world to our general wellbeing.

Please take some time to look over these materials - we believe they will give you a richer picture of this type of holiday, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.



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GfK

GfK NOP

49% complete



We want abundance to be a brand famous for its commitment to encouraging healthy lifestyles for everyone, and helping people live more responsible and sustainable lives, which are more enriching.

When it's all too easy to get swept along in the bustle of every-day routine, we are passionate about getting people experiencing, exploring and enjoying our natural world.

As a 20/20 Group member, we are confident you understand what we're trying to achieve, and can help us to get there.

OK, here comes the initiative.

Click Next to continue.

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Just Add Nature

abundancy is excited to offer 120 'once-in-a-lifetime' adventure holidays into the most remote and beautiful parts of the world. The aim is to enable people to interact, enjoy and marvel at nature in all its glory, first hand.

abundancy consumers would have to collect a number of tokens from individual cartons or packs and then apply on-line, giving us - and everyone else - a short pitch as to why they should be chosen.

abundancy would select ten entries each month, every month for a year. We would also create a online community site, sharing details of the specific trips up for grabs (to different countries and regions, with different associated activities), and allowing those who have made the trip to share their stories and photos with everyone to inspire others to take the plunge and apply. There is absolutely no reason why those who are selected could not raise money for specific charities - this may even become a part of their mini-pitch to win the trip.

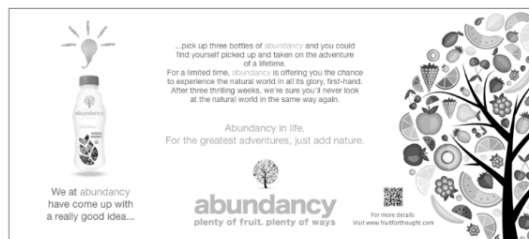
On the next page is a preliminary concept we're developing to promote the initiative in magazines and on posters.

Click Next to see the concept.

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Magazine and poster development for Just Add Nature initiative (click on the image to open a larger version in a fresh browser window)


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Before giving us your feedback, if there is anything unclear about this initiative as it's been described here, you can post a question or query via the text box below. Rather than us in the brand team trying to answer, your query will be shared with any other members of The 20/20 Group who are online right now, so we get more opinions and views on your comment. If they think they can help you, their responses will be sent to you via a direct message (in an email).

If you've no queries, and are happy to proceed to giving us your full comments and feedback on the initiative, then click on Next. Remember, you can take as long as you like, so if you'd like to spend more time re-reading your notes, you can do so.



If you do post a query, any responses will only be sent on to you if you are still reviewing this specific initiative. If you've already moved on to the next section of the research by the time someone responds, then the message will not be sent to you.

Click Next to proceed.

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GfK
GfK NOP
56% complete

There are some aspects other 20/20 Group members are asking for help on - they are shown below. If you think you can help answer or clarify, you can reply via the text box underneath each query. Whatever you can add will go back to the other 20/20 members, and may help them give more informed feedback on the initiative.

If you do not wish to respond to any of the queries, please just click NEXT to proceed to the next page.

If you do wish to respond to any of the queries, once you have written your response, click on Next to proceed.

'What sort of activities should be available on the holidays? Should they avoid anything that potentially 'interferes' with the environment?' 20/20 Group Member 13 posted 37 minutes ago

'I like the idea of people somehow choosing where they want to go via the site - is that a good idea?' 20/20 Group Member 18 posted 42 minutes ago

'Isn't going to be too hard for people to get three weeks off work to do this? Doesn't that make the whole thing impossible to do - who can get 3 weeks off work?!?!?' 20/20 Group Member 1 posted 26 minutes ago

'Is this just for 'fit' young people, or would anyone be able to apply? I'm in my late 50s and would love to do this sort of thing - would you let me?' 20/20 Group Member 7 posted 31 minutes ago

'What about a TV series, following the winners? I remember the BBC series with Euan McGregor & his friend traveling the world on bikes. Could we do something similar with this?' 20/20 Group Member 15 posted 39 minutes ago

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GfK
GfK NOP
58% complete

If you've had enough time to think about this potential launch initiative, we'd now love to hear your thoughts and opinions. We've included the artwork again just as a reference.

Please write as much - or as little - as you want in the box below. Please don't worry too much about structuring your comments - we'll sort through everything once we've received them. Remember, you can spend as long as you want on this section. As a 20/20 Group member, your opinion is really very important to us.

We look forward to hearing what you think!

Once you have added everything you want to add and are satisfied with your contribution, please click on Next to proceed.

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Thank you very much for your contribution so far. We're sure your feedback, and the feedback of others in The 20/20 Group will be very influential in helping us fine tune the launch of abundance.

Having shared this first initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please select one option from below:

Click Next to continue.

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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OK, onto initiative number 2. To reiterate, we want this initiative to reflect the brand's commitment to social and environmental responsibility - for our consumers and beyond.

In this initiative, we're focusing on the social and physical benefits of sport, and specifically team sport.

We're calling it 'A Sporting Chance'.

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If there is one thing the Olympics showed us in 2012, it's that sport is important to us: important for engaging with our loved ones, colleagues and neighbours and important for the effective functioning of our communities, and society as a whole. Away from the Olympics, sport is proven to be a major contributor to physical and mental long-term health. To be clear, we're not talking about going the gym (although training is important) but the benefits of physical exercise in a team environment.

Exercising with other people who share a similar goal (or who want to score a goal!) is good for us, both physically and mentally.

There is plenty of evidence that lots of people think the same. Below we've included some articles that highlight the physical and mental benefits of team sports.

Please take some time to look over these materials - we believe they will give you a richer picture of the social importance of sport, and will help you to help us get this right for our launch. If you click on each document it will open in a new window for you to read. To enlarge the image, click to zoom in. When you feel you've explored the materials enough, you can close the new window and just return to this window to carry on.

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But we know being able to play sport is a privilege that many do not think they can afford (in time or money).

As a brand committed to improving our overall social and physical wellbeing in whatever small (or large) way we can, abundancy is committed to giving as many people who want to play sport, the chance to play sport.

As a member of The 20/20 Group, we are confident you understand what we're trying to achieve, and can help us to get there.

Here comes the second potential launch initiative: 'A Sporting Chance'.

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A Sporting Chance

abundance is excited to be the lead partner on a 'sports for all' initiative. The initiative provides structured introductory sessions to a range of sports, with full coaching, opportunities for further training, mentoring and even talent-spotting where appropriate.

All people would need to do in order to get involved, is go to a special abundance website, register and then tell us which sports they'd like to try, or get back involved with - and why. We'd have chat rooms and galleries, where people who are back in sport can share their stories and photos with others who are thinking about getting involved.

The initiative would be particularly active within inner-city communities, where access to well-resourced and well-structured sports resources are often extremely limited.

The initiative would establish league tables and competitions, and would be open to everyone, from first-time try-outs, to born again sportsmen and women. Its mission is to give everyone the opportunity to try and enjoy sport. The initiative would offer everyone 'A Sporting Chance'.

abundance is working with a consortium of specialist providers (made up of charities and foundations like 'Access Sport', the 'Youth Sport Trust' and 'SportsAid UK') to explore this initiative. It's called The Charity Consortium, and in fact, the idea for the initiative has come from some recent similar research amongst employees and volunteers from the charities and foundations.



On the next page is an early concept we're developing to promote the initiative.

When you're ready to proceed, click on NEXT.

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Early development of 'A Sporting Chance' initiative (clicking the image will open it in a new browser window)



When you're ready to move on, click on Next.

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Having seen the materials for this potential initiative, when you're ready to share your thoughts and opinions with us, please click NEXT. Remember, you can take as much time as you like, so if you'd like to spend more time re-reading your notes, you can do so.

And as before, if there is anything unclear about the initiative as it's described here, you can also post a question via the text box below before you give us your final thoughts. Any queries will be shared with other members of your 20/20 Group who are currently online. Again, if they can, we're sure they will try and help you. Any replies they submit will be messaged directly to you, providing you are still evaluating this initiative.

If you've no queries, and are ready to let us know your thoughts on the initiative, please just click NEXT.

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Others from The 20/20 Group have raised some queries, or made some preliminary comments - see below. Maybe you can help?

If you think you can help answer or clarify, you can reply via the text box underneath each query. Whatever you can add will go back to the other 20/20 members, and may help them give more informed feedback on the initiative.

Once you have submitted any responses, please click Next.

If you do not wish to respond to any of the queries, please just click NEXT to proceed to the next page.

"How many sports will the initiative offer? Should it be just the 'normal' sports, or what about offering more unusual sports?" 20/20 Group Member 8 posted 26 minutes ago



"Is this sport for young people/children even? Or could it be open to older people - even senior citizens? I'd like to hear what others think before committing to a more detailed response!" 20/20 Group Member 3 posted 22 minutes ago



"What about equipment? Am not sure many people can afford the kit? What about abundance supplying access to that as well?" 20/20 Group Member 15 posted 33 minutes ago



"How long will the sponsorship last? A year? Two years? What is the current view? Would be awful to leave people 'dangling' after their try-out." 20/20 Group Member 14 posted 32 minutes ago



"What happens when abundance withdraws?" 20/20 Group Member 6 posted 24 minutes ago



"How about improving actual facilities - pitches courts, lighting etc - is this something that can be considered? Or is it just the sports activity?" 20/20 Group Member 5 posted 23 minutes ago

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If you've had enough time to think about the second proposed initiative, we'd now love to hear your thoughts and opinions. Please write as much - or as little - as you want in the dialogue box below. Again, please don't worry too much about structuring your comments - we'll sort through everything once we've received them.

We look forward to hearing what you think!



Once you have added everything you want to add, please press Next.



Thank you very much for your contribution so far. Again, we're sure your feedback, and that of others in The 20/20 Group, will help us really improve the launch of abundance.

Having shared this second initiative with you, we'd like to ask you a question:

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please answer from the scale below:

1 - Definitely would not buy	2	3	4	5	6	7 - Definitely would buy
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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OK, we're getting towards the end now.

We're very grateful for your time and effort in helping us finalise our launch plans for abundance. We've also noticed that you specifically have spent more time than many others reading through material and offering your comments, thoughts and opinions. To thank you for 'going the extra mile' with us, we'd like to enter you into a draw for a further £10 incentive (alongside the £10 you are already receiving). If you are selected, this additional £10 will be on top of your main incentive.

As you know, for the second initiative, abundance is working closely with a consortium of charities and foundations that are committed to similar goals as abundance. If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with that consortium - we can make the payment directly to them when we sort out your incentive. Please select from the options on the right.

How you answer this question will not affect your chances of winning in any way.



- ☐ Me: £10 / The Charity Consortium: £0
- ☐ Me: £9 / The Charity Consortium: £1
- ☐ Me: £8 / The Charity Consortium: £2
- ☐ Me: £7 / The Charity Consortium: £3
- ☐ Me: £6 / The Charity Consortium: £4
- ☐ Me: £5 / The Charity Consortium: £5
- ☐ Me: £4 / The Charity Consortium: £6
- ☐ Me: £3 / The Charity Consortium: £7
- ☐ Me: £2 / The Charity Consortium: £8
- ☐ Me: £1 / The Charity Consortium: £9
- ☐ Me: £0 / The Charity Consortium: £10

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GfK

GfK NOP

84% complete



As you also know, The Charity Consortium has been carrying out its own research, and we'd like to offer them some additional help - especially as we're trying to achieve the same thing. Remember, this second initiative idea came from their research!

We'd like to ask if you'd be prepared to be a participant in some of their follow-up research. To be clear, this would not be abundance research, and would be independent and separate to the work and goals we're focusing on today.

Please take a look at the table below, make a note of your option, and then select the corresponding button below.

Again, how you answer this question will not affect your chances of winning the additional incentive in any way.

If you selected from options B-G, we'll be back in touch soon to set this up.



- ☐ A: No thanks, I'm not willing to help The Charity Consortium further
- ☐ B: Yes, I'm willing to help The Charity Consortium further, by taking part in an online survey - **10min duration**
- ☐ C: Yes, I'm willing to help The Charity Consortium further, by taking part in a more detailed online survey - **20min duration**
- ☐ D: Yes, I'm willing to help The Charity Consortium further, by taking part in a telephone interview - **30min duration**
- ☐ E: Yes, I'm willing to help The Charity Consortium further, by taking part in a face to face interview - **40min duration**
- ☐ F: Yes, I'm willing to help The Charity Consortium further, by taking part in a focus group - **60min duration**
- ☐ G: Yes, I'm willing to host a focus group for The Charity Consortium in my home - **120min duration**

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5. Measures (ALL)

GfK
GfK NOP

76% complete

Thank you.

We'd now like to ask you a few more questions about your experience today.

As you know, you have been part of a research group helping us finalise the launch strategy for abundance today. We'd like to know about your experience of working with this group of participants today. Please select the appropriate response for each statement below.

	1 - Strongly disagree	2	3	4	5	6	7 - Strongly agree
I am very aware that I am part of a specific group of participants helping with the research.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
During this process I have identified with other participants in the study.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I and other participants share very specific capabilities and skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am like other participants in the study.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The group of participants today is an important reflection of who I am.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowing I am a member of a group of participants has helped me complete the tasks today.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would enjoy continuing to work with the other participants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I dislike being a member of the group of participants today.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think the group of participants has little to be proud of.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel good about the group of participants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have little respect for the group of participants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather not tell that I belong to the group of participants.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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GfK
GfK NOP

78% complete

We'd also like to know how you feel now about abundance. Please select the best response to the two questions below.

	0 - Not at all	1	2	3	4	5	6	7	8	9	10 - Completely
To what extent do you feel abundance is a part of you, and who you are?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent do you feel that you are personally connected to abundance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please read the following three statements and select the box which best describes the goal of this exercise today:

The goal of this research is to help abundance focus on:

- ☐ Fun Consumer Experiences
- ☐ Social and Environmentally responsible actions

We have been helping abundance with its commitment to:

- ☐ Sustainability
- ☐ Consumers

We are involved in this research to help abundance in its commitment to:

- ☐ Fun for the Consumer
- ☐ Responsible Living for all

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We'd now like to ask you a couple of questions specifically about the second initiative you looked at, and the involvement of the The Charity Consortium. If you remember, the idea for the second initiative came from their employees and volunteers.



Thinking back to Initiative 2 how much do you relate to the employees and volunteers of The Charity Consortium?

1 - I feel very distant	2	3	4	5	6	7 - I feel very close
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Still on Initiative 2, how would you describe yourself in relation to the employees and volunteers of the Charity Consortium?



	1 - Strongly disagree	2	3	4	5	6	7 - Strongly agree
We are all in the same group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are all individuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Finally, still thinking about Initiative 2, if you are represented by one circle, and the employees and volunteers of The Charity Consortium are represented by the second circle, which combination best illustrates how you see your relationship with the employees and volunteers?



- ☐ ○ ○ A
- ☐ ○ ○ B
- ☐ ○ ○ C
- ☐ ○ ○ D
- ☐ ○ ○ E
- ☐ ○ ○ F
- ☐ ○ G

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GfK
GfK NOP

87% complete

Finally, we would just like your thoughts on the following;

How interesting did you find this work today?

1 - Extremely boring	2	3	4	5	6	7 - Extremely interesting
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How enjoyable was it helping us today?

1 - Not enjoyable at all	2	3	4	5	6	7 - Extremely enjoyable
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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GfK
GfK NOP

89% complete

Thank you very much - you've reached the end of the questions!

We're very grateful for the help you have given us today. We are certain your contribution will make a real difference to the launch success of abundance.

If there is anything else you would like to tell us about your experience of helping us today, please add it in the box below. In the meantime we've added your details to the draw for the additional £10 incentive. We'll be in touch in the next few days about your arranging payment for your incentive - and to let you know if you've been successful in the additional £10 draw.

Thanks again.

The abundance team.

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Finally, we are interested in improving the experience of our surveys and would like your feedback on the survey in general.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	No Answer
The survey was user friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The questions were easy to understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The answer options allowed me to say what I wanted to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The survey length was acceptable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The survey was varied and not repetitive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The survey was relevant to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, the survey experience was excellent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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6. Reversed initiatives Charity Consortium set-up

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64% complete


Just Add Nature

abundancy is excited to offer 120 'once-in-a-lifetime' adventure holidays into the most remote and beautiful parts of the world. The aim is to enable people to interact, enjoy and marvel at nature in all its glory, first hand.

abundancy consumers would have to collect a number of tokens from individual cartons or packs and then apply on-line, giving us - and everyone else - a short pitch as to why they should be chosen.

abundancy would select ten entries each month, every month for a year. We would also create a online community site, sharing details of the specific trips up for grabs (to different countries and regions, with different associated activities), and allowing those who have made the trip to share their stories and photos with everyone to inspire others to take the plunge and apply. There is absolutely no reason why those who are selected could not raise money for specific charities - this may even become a part of their mini-pitch to win the trip.

abundancy is working with a consortium of specialist providers (made up of charities and foundations like 'WWF', the 'National Trust' and 'Outward Bound Worldwide') to explore this initiative. It's called The Charity Consortium, and in fact, the idea for the initiative has come from some recent similar research amongst employees and volunteers from these charities and foundations.



On the next page is a preliminary concept we're developing to promote the initiative in magazines and on posters.

Click Next to see the concept.

Previous

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Click Next to see the concept.

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Appendix B. Creativity and lateral thinking materials

The creative and lateral thinking pre-task involved three sub-tasks, for face validity.

1. Creative task 1

Participants were asked to select one image from each pair. Images were selected for use based on some approximate dichotomous link (high/low, summer/winter, colour/monochrome, lines/curves, order/chaos; e.g. Auld, 1980). Each pair were presented on a separate page of the survey (see Appendix A)

Figure 58. Images for creativity pre-task



2. Creative task 2

Participants were asked to list as many uses as they could for a house-brick (e.g. Fitzsimons, Chartrand, & Fitzsimons, 2008; Guilford, Merrifield, & Wilson, 1958):

Figure 59. Household item for creativity pre-task



3. Creative task 3

Participants were asked to evaluate the typeface of the survey by choosing one adjective from each pair (e.g. Shaikh, Chaparro & Fox, 2006):

Passive	Active
Warm	Cool
Strong	Weak
Loud	Quiet
Old	Young
Cheap	Expensive
Beautiful	Ugly
Happy	Sad
Delicate	Rugged
Calm	Excited
Feminine	Masculine
Relaxed	Stiff

Appendix C. PDF materials for initiatives

Participants were given access to three supporting articles for each initiative, depending on their goal condition. They are presented here: 'Just Add Nature' (Normal/ Sustainable) and 'Sporting Chance' (Normal/Sustainable).

Figure 60. Just Add Nature - normal condition - PDF 1



Figure 61. Just Add Nature - normal condition - PDF 2

Mongolia motorcycle tour

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This exciting 1400km trail through the Central Mongolian provinces passes through beautiful and unusual scenery as well as offering the opportunity to observe Mongolia's fascinating nomadic lifestyle and ancient culture. Riding through the small town of Kharkhorin, once the centre of Genghis Khan's great Mongol Empire, you will visit Erdene Zuu monastery, the former centre of Buddhism in Mongolia.

Dramatic geographical formations such as the volcanic area in Khorgo National Park, the sandy shores of the White Lake, the deep gorge at Chuluut and the massive granite mountain a Khogno Khan are quite spectacular. The ancient sculptures dotted around the countryside are also noteworthy, as is the great Talkhir rock at Ikh Tamir, located in the middle of a flat river plain.

Travelling on our Yamaha WR250 off-road trail bikes, usually on rough rocky tracks, you can enjoy the vast open space, big sky and wild landscapes, unspoiled by modern developments. We ride from one ger camp to the next, each camp being located in a place of particular beauty or importance and stay in the wonderfully authentic traditional round felt tents, having facilities on site for your comfort and convenience.

Day-by-day itinerary

Day 1: Arrive Ulaanbaatar

Day 2: Ride to Khogno Khan. Overnight ger camp at the foot of the great granite mountain. Overnight ger camp.

Day 3: Ride to Kharkhorin. Visit Erdene Zuu monastery. Afternoon ride to Ikh Tamir. Overnight ger camp.

Day 4: Ride to Khorgo and White Lake National Park. Overnight ger camp.

Day 5: Ride to the far end of the lake, then return to Khorgo and climb to the top of the volcano. Overnight ger camp.

Day 6: Ride to Ikh Tamir. Overnight ger camp.

Day 7: Ride to Ugi Nuur and overnight ger camp near the lake.

Day 8: Return to Ulaanbaatar. Overnight hotel.

Day 9: Free day in Ulaanbaatar.

Day 10: Depart

Small group adventure holiday

Typically you will be sharing your experiences with between 4-20 like minded travellers (depending on the trip, operator and how many others are booked on the trip) and you'll have a group leader with you. Whether you are travelling alone or with friends its good value, and a great way to meet new people! While itineraries are pre-planned there is some flexibility and you'll have plenty of privacy. This trip will appeal to travellers of all ages who enjoy meeting new people as well as seeing new places.

How Mongolia motorcycle tour makes a difference

Riding a motorcycle on rough rocky jeep tracks across Central Mongolia is a truly exciting experience and one that will lead you to appreciate the beauty and variety in the Mongolian landscape, as well as give you the chance to experience the ancient nomadic lifestyle. Off-road motorbike experience is required because the roads outside Ulaanbaatar city are rarely black-topped but usually pot-holed hard-pack or rocky trails.

The group size will be small, not more than 9 people. This reduces the impact we have both socially and environmentally.

The furthest place on this tour, the White Lake, is within a national park which is a wilderness area under State protection because of its historical, cultural and environmental value. It is divided into two zones: (i) ecotourism zone in which tourism, fishing and some plant gathering is allowed, and (ii) limited use zone where domesticated animals are allowed to graze with park permission. The National Park covers 28 square kilometres and includes the Khorgo volcano and the lake. It has been protected since 1965 to safeguard spectacular mountain scenery and endangered flora and fauna.

On entering the National Park we are obliged to purchase a special permit for each tourist (already included in price of tour). The fee contributes towards the following services: (i) provision of information on legislation and security activities of the protected areas, (ii) regulation of camping places, (iii) to provide tourists with information, brochures, booklets and warnings, (iv) garbage disposal.

All accommodation on tour is at ger camps, authentic ger tents set up for tourists and furnished with beds and a stove, with toilet and washing facilities on the site. The ger camps are owned, and have been developed by, local entrepreneurs and the staff are all people from the vicinity or students from town, who benefit greatly from the opportunity to get a modest cash income during the short tourist season. Some of the ger camps use solar power to heat water for hot showers. Each ger has a wood-burning stove which staff will light if requested. We discourage our clients from using this facility if it is not very cold because the fuel used is trees cut down in the nearby forests.

Travelling by motorbike means that you will take yourself through this country, directly exposed to the terrain and the weather conditions. When you meet local people you do so on the same level, not just as foreigners passing through in the relative comfort of a vehicle, but as someone who has chosen to experience the real thing. Yet unlike cycling, horse riding or hiking, you can get to see an enormous part of Mongolia in a relatively short space of time.

Check out similar holiday ideas

Extreme adventure holidays
Wilderness adventure holidays
Mongolia holidays

How we choose the provider of Mongolia motorcycle tour

A little local knowledge goes a long way. It turns a good holiday into a truly memorable one. We choose tour operators with a deep connection with special places - people who live and work in the destination and who have fallen in love with it.

So travelling with them is not just a brief stay somewhere, it's a real connection with the people, the landscape, the culture and the environment. It's like really living somewhere and enjoying the peace and quiet or the pace and excitement of the place as much as the people who live there do.

Mongolia motorcycle tour






352

Figure 62. Just Add Nature - normal condition - PDF 3



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White Water Tubing

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Adrenaline Session White Water Rafting - River Tryweryn near Bala

Rafting on the River Tryweryn, in North Wales is a 2-hour session for anyone aged 12 years and upwards, on grade 3 and 4 white water. Or try [White water stand up paddle boarding](#) or [white water tubing](#)



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Reviews

Hi Sal

We all had a wonderful family weekend which the white water rafting experience for us all was the highlight of the weekend. I would like to thank all those who made our experience so enjoyable and in particular Woody who's hard work and professional approach made it such a memorable few hours.

Regards and again Thank you

G.M.

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Figure 63. Just Add Nature - sustainability condition - PDF 1

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30 March 2012 Last updated at 01:15

Nature deficit disorder 'damaging Britain's children'



By Richard Black
Environment correspondent, BBC News

UK children are losing contact with nature at a "dramatic" rate, and their health and education are suffering, a National Trust report says.

Traffic, the lure of video screens and parental anxieties are conspiring to keep children indoors, it says.

Evidence suggests the problem is worse in the UK than other parts of Europe, and may help explain poor UK rankings in childhood satisfaction surveys.

The trust is launching a consultation on tackling "nature deficit disorder".

"This is about changing the way children grow up and see the world," said Stephen Moss, the author, naturalist and former BBC Springwatch producer who wrote the Natural Childhood report for the National Trust.

"The natural world doesn't come with an instruction leaflet, so it teaches you to use your creative imagination.

"When you build a den with your mates when you're nine years old, you learn teamwork - you disagree with each other, you have arguments, you resolve them, you work together again - it's like a team-building course, only you did it when you were nine."

The trust argues, as have other bodies in previous years, that the growing dissociation of children from the natural world and interment in the "cotton wool culture" of indoor parental guidance impairs their capacity to learn through experience.

It cites evidence showing that:

- children learn more and behave better when lessons are conducted outdoors
- symptoms of children diagnosed with ADHD improve when they are exposed to nature
- children say their happiness depends more on having things to do outdoors more than owning technology.

Yet British parents feel more pressure to provide gadgets for their children than in other European countries.



Children "learn by doing" in the natural environment, says the National Trust.

Related Stories

Trust aims for nature generation

Does outdoor play help keep the doctor away?

Ministers bid to stem nature loss

Figure 64. Just Add Nature - sustainability condition - PDF 2

Foreword

In his seminal book *Last Child in the Woods*, published in 2005, California-based author Richard Louv coined the phrase that has come to define the problem we are now trying to solve:

Nature Deficit Disorder describes the human costs of alienation from nature, among them: diminished use of the senses, attention difficulties, and higher rates of physical and emotional illnesses.¹

As we shall see, there is now a critical weight of evidence that our nation is no longer the Outdoor Nation we pride ourselves on: instead, generation by generation, we are increasingly suffering from Nature Deficit Disorder. Although this is not a recognised medical condition, it is nevertheless a useful shorthand term for the situation we currently face, and therefore will be used throughout this report.

Our nation's children are also missing out on the pure joy of connection with the natural world; and as a result, as adults they lack an understanding of the importance of nature to human society.

If we do not reverse this trend towards a sedentary, indoor childhood – and soon – we risk storing up social, medical and environmental problems for the future.

The reasons for this are not all as they may seem. There is an instinctive reaction, when first discussed, that Nature Deficit Disorder is about two things: poverty and technology.

There is some truth in both of these. The problem is more pronounced in low-income urban areas; and when asked why they do not go out and explore the natural world, computer games and TV are on the list of reasons children offer.

But this is not the end of the story. Nature Deficit Disorder is society-wide. And while nature does have more competition for the attention of today's children (and frankly, Playstations and Wiis are good fun), there's significant evidence that children would really like to spend more time outdoors. At some level, they would recognise the sentiment behind the observation of TV presenter and naturalist Nick Baker:

You'll never forget your first badger – just as you'll never remember your highest score on a computer game – no matter how important it seemed at the time.²

There is too much at stake here simply to accept the situation as an inevitable consequence of modernity. We must dig deeper, and look at issues such as traffic, 'stranger danger' and the resulting modern phenomenon of 'helicopter parents', who watch and direct their children's every move, denying them the freedom they themselves enjoyed when they were growing up.³ We must look at the role of the natural world in our education and health systems, and be prepared to think big.

So what can we do to combat the problem of Nature Deficit Disorder, to ensure that today's children can discover the natural world for themselves, and reap the benefits?

Unusually, perhaps uniquely amongst today's political and social concerns, there is a great deal of consensus around this subject. Parents, teachers, doctors, journalists, social workers, conservationists – and

A child playing in the woodland at Clumber Park, Nottinghamshire
© National Trust Images/
David Levenson



Nature deficit disorder

Figure 66. Sporting Chance - normal condition - PDF 1

Home / Health / The Human Body / Parts Of The Human Body / How Teamwork Leads To Successful Achievements

HOW TEAMWORK LEADS TO SUCCESSFUL ACHIEVEMENTS

May 26, 2011 | By Cat North

Like any organic system, an organization is only as strong as its combined parts. In human organizations, such as companies, sports teams and even families, the integral parts are made up of team members working together as one. For such entities to become and remain successful, each individual must work toward the common good of the organization, and the organization must value individuals. Strong team work automatically leads to successful achievements and positive outcomes.



Photo Credit
Jupiterimages/Goodshoot/Getty Images

WHAT MAKES UP A TEAM

Any group with a common goal is considered a team, and teams can include two people or thousands of people. Most people are part of some sort of team, whether they realize it or not. In organizations, administrators group teams by projects, goals and daily tasks. Most of the time, there is a common team philosophy suggesting it's every team member's responsibility to be a team player. This philosophy tends to fall apart when team members want to go in different directions or strongly disagree with the powers-that-be, especially when the team's power is not shared equally.

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WHAT CAUSES DYSFUNCTIONAL TEAMS

Typically, when teams break down, the dysfunction starts to manifest itself in lack of production and failure to reach goals. Things stop running well, and "group think" can take over, leading to a common negative attitude toward the team or its leaders. Several factors can lead to dysfunctional teams, including lack of trust, lack of cohesiveness and lack of a clearly defined purpose. Good leadership is key to positive teamwork and successful achievements. When you have an ineffective leader, or one that does not care about the common good of all, things can fall apart quickly. Some successful teams can also suddenly lose their momentum and morale when a new leader takes over. Either team members aren't willing to accept the new team leader, and his or her new way of leading, or the new leader is weak or is more concerned about his or her own agenda.

SUCCESSFUL TEAMS

Characteristics of a strong and successful team include smart and positive leadership; good morale, communications and team dynamics; and the willingness of all team members to see themselves as team players. Most of the time, teams are more effective when they operate as a democracy, but effective leadership is essential. Team members often become dissatisfied or disgruntled when they feel their opinions don't matter, or they aren't allowed to have a voice in daily happenings or about team goals. Team members like to feel proud not only of being a part of something bigger than themselves, but also of being validated for their individual ideas, contributions and achievements. A leader must find and maintain a delicate balance between helping members to feel good about their roles as team players and validating them as individual contributors.

LEADERSHIP AND TEAMS

Strong leadership is essential for teamwork and successful achievements. A good leader recognizes the importance of supportive sponsorship of the team, as well as its individuals; focuses on all stakeholders, including customers or fans, team members and other organizational players, as well as management, directors or owners; sets smart, realistic, well-defined and well-planned goals; creates an environment of mutual respect and trust; and engages and motivates all team members, according to Dynamic Teamwork Delivers. Effective leaders motivate team members to collaborate toward common goals and problem-solving; communicate openly and effectively; sustain accountability as individuals, as well as for the team; and find sustainable balance between significant factors in their lives, such as work, family, recreation and health.

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Figure 67. Sporting Chance - normal condition - PDF 2

Home / Sports & Recreation / Other Sports & Recreation / Sports / Benefits Of Teamwork In Sports

BENEFITS OF TEAMWORK IN SPORTS

Apr 12, 2010 | By Wade Harie
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Photo Credit baseball kids image by Linda Mattson from Fotolia.com

Teams that often end up on the winning end of the score in team sports are those that work well together. Learning to cooperate with others towards a common goal in sports is what builds character, friendship and important life skills for players and coaches. The friendships built within a team can last a lifetime for some players, and the journey of a team throughout a season is often memorable.

TEAM COOPERATION

Entering into a new season in sports, you might only know a few of the players on your team. Some of the players may actually be people you are not that fond of off the playing field. But when your team decides at the beginning of the year that it wants to be the team in the winner's circle holding the league championship trophy at the end of the season, personal differences are often set aside for the common good of the team. Many coaches like to say that the name on the front of the jersey is more important than the name on the back. This is saying that no one player is greater than the team. Sports such as football and ice hockey are physical sports and often require heavy commitment and dedication to be successful. By the end of the season, players who have been battered and bruised by the grind of the regular season and the playoffs may feel a strong connection, much like brothers, to their teammates.

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EXERCISING AND SOCIALIZING

In the case of many of today's youth, team sports offer a way for kids and young adults to avoid many temptations, including drugs and criminal activity. It also allows for kids and adults alike a chance to get out and socialize with friends and avoid spending too much time at home watching television and playing video games. The team work involved in these sports allows for people to become part of something of value and teaches people how to help someone on their team when they are struggling and offer them words of encouragement when they are performing either poorly or admirably. Team work can also give players a greater respect for one another and can build friendships that last a lifetime.

COMPETITION

Team work in sports offer a way for people to compete for something together. In ice hockey, for example, the captain of the team can make it his goal to motivate every member of his team to give everything they have during the season in order to win the league championship. Although it is important to know that winning is not everything in sports, healthy competition can be good for people. People can translate the hard work they've put into their sport by working harder to be a better student or employee and a better person overall. Working towards a goal can teach people the value of hard work, commitment and dedication and team sports are a great way to learn these values.

BUILDING IMPORTANT LIFE SKILLS

Team work in sports can help give participants stronger communication skills and teach them to work better with others. Many projects at work and at school often require a group to work together to put together a strong presentation to be looked at by the employer or teacher. Every member of that team must be pulling in the same direction to complete the project successfully. Additional advantages to team work in sports include learning to deal with conflict and exposure to a variety of ideas within the team.

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-  How to Teach Kids About Teamwork in Softball
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Figure 68. Sporting Chance - normal condition - PDF 3

Discover Your Inner Athlete in an Adult Sports League

Want to Get Fit? Get Back in the Game!

-- By Jason Anderson and Nicole Nichols, Certified Fitness Professionals





To investors who want to retire comfortably.

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Sports fans around the world become glued to their TV sets during certain times of year. They cheer on their teams and live vicariously through amazing athletes who are playing their hearts out in games, tournaments and playoffs.

But do you ever think about taking to the court, hardwood, or diamond to participate in a team sport yourself instead of watching it on TV or going through the motions on your Wii Fit? If you ever played a team sport, you know how much you miss it once you stop playing. If you never played sports, it's not too late to join a team. Adult sports leagues can help former athletes relive their glory days and hopeful athletes get a taste of team spirit.

Here are four good reasons to join an adult sports league even if you don't consider yourself an athlete.

Reason #1: Break out of your mundane exercise routine.

Do you get tired of doing the same workout over and over again? Has the treadmill become the dreadmill? Break free! Sports like basketball, tennis, flag football and soccer offer an amazing cardio (aerobic) workout that can become a great addition or supplement to your current workouts. When you play a sport, you'll have so much fun that you won't think of your games or matches as exercise. And because you have a sport to play, you'll be inspired to get in better shape, which gives you more purpose and motivation to stick to a regular fitness routine. It's a win-win!

[Continued >](#)

Figure 69. Sporting Chance - sustainability condition - PDF 1

Home > Outside the Classroom > Extracurricular Activities > Sports and Athletics

The Benefits of Team Sports

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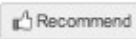
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By Lucy Rector Filppu

★★★★★
(based on 218 ratings)

The stereotype of the cutthroat, pushy little league coach is all too familiar to most people. Why, some parents ask, should I subject my child to competitive team sports if that's how it goes?

For one thing, the news. Today's generation of children is fighting the worst obesity epidemic in history. Giving kids an excuse to exercise is reason enough to consider enrolling them in team sports. But calories aside, team sports have other benefits to kids – social, emotional, and physical ones.

Here are some things that team sports teach that go well beyond scoring, batting, shooting, and winning.

- **Ego Checks.** Any parent knows that a child can be extremely egocentric. But that "my way or the highway" attitude will have to stay in check on a team sport. When a kid sees that everyone gets to play, they hopefully start to think about the group as a whole, and not just themselves. Even better, they learn to be happy for other player's successes because they see how it benefits the greater team.
- **Positive Mentors.** A dedicated, thoughtful, and skilled coach can have an amazing impact on children. In fact, sometimes your child will respond better to an objective coach than they will to their own parent. When kids have early, positive experiences with coaches, they continue to seek out and learn from mentors who can help them with school, jobs, and other interests.
- **The Three "Ps".** Just as they must practice spelling, math problems, and any other skill, kids need to learn that being part of a sport teams requires the three "Ps"... practice, patience, and persistence. Whether it's showing up to practice when you'd rather be home with Legos, waiting your turn on the sidelines, or doing the same drill over and over again, the three "Ps" of team sports translate into important life lessons.
- **Another Reason for Family Time.** Playing catch in the yard, heading down to the local soccer field for some drill practice... these types of outings with your kids can mean a great deal in our busy parenting culture. While the official reason may be practicing for the team, an even greater benefit is the time you get to spend together. Sometimes, in between dribbling and lay-ups, an important truth is revealed or an opportunity presents itself to teach a value.

Did we also mention that by practicing drills with your child and running up and down the sidelines to cheer them on, you might get into better shape, too? Score one for the family team!



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Figure 70. Sporting Chance - sustainability condition - PDF 2

olympics2012

David Cameron backs compulsory competitive sports for primary students

PM says new requirement to be part of national curriculum, after coming under fire for scrapping two-hours-a-week sport target

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David Cameron said he wanted to use the inspiration of London 2012 to get children playing sport more regularly. Photograph: Andrew Winning/AP

Competitive team sports will be made compulsory for all primary age children, David Cameron said on Saturday, after he criticised schools for holding Indian dance classes instead.

The prime minister, who is under fire for scrapping a target for pupils to do two hours of sport a week, said the new requirement would be included in the revised national curriculum.

School sport has been thrust into the spotlight by Great Britain's success at the London Olympics, amid concerns that the momentum from the Games could be lost unless youngsters are offered more opportunities.

Critics have called for the target, which Labour introduced, to be reinstated. Boris Johnson, the London mayor, said he wanted to see pupils emulating the two hours a day of sport he enjoyed at Eton.

Cameron, however, dismissed the idea of reintroducing the target, saying on Friday that many schools were meeting it "by doing things like Indian dance or whatever, that you and I probably wouldn't think of as sport".

Setting out his plans to ensure the London 2012 "Inspire a Generation" slogan is met, he said he wanted to end an "all must have prizes" culture and push pupils to think about beating their personal bests.

The most recent government survey of primary schools found that more than 10,000 primary schools had fewer than half of their pupils competing against other schools three or more times a year; at 1,950 schools, none of the students took part in such competitions.

A new draft PE curriculum, to be published in the autumn, will make it compulsory to take part in what Downing Street called "recognised and recognisable sports" such as football, hockey and netball. It will also prescribe "team outdoor and adventurous activity".

Cameron said: "The idea of an Olympics legacy has been built into the DNA of London 2012 from the very beginning. Now the London Olympics has been a great success, we need to use the inspiration of the Games to get children playing sport more regularly.

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Figure 71. Sporting Chance - sustainability condition - PDF 3

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SOCIAL BENEFITS OF TEAM SPORTS FOR CHILDREN.

May 12, 2011 | By Ivy Morris

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Photo Credit
Jupiterimages/PhotoObjects.net/Getty Images

All types of sports can benefit a child by building self-confidence and promoting mental and physical well-being. Team sports, in particular, provide a child with additional social benefits. Whether a child is the star of the team or the second string, the team aspect teaches skills a child can use in athletics and in everyday life.

TEAM ATTITUDE

Team sports promote a team attitude. Coaches often say, "There's no 'I' in team," which means one person doesn't win or lose the game. Children work cooperatively together for the common goal. The team attitude teaches a child that while he can't always control the outcome of the game, he should always try his best and support his teammates. He should always display good sportsmanship because a bad attitude reflects negatively on the whole team.

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RESPONSIBILITY

In an individual sport, skipping practice only hurts the individual athlete. In a team sport, what one member does affects the whole team. As part of a team, a child learns responsibility by going to practice when she doesn't feel like it. Participating in any sport promotes time management because a child must organize her time to allow for homework, chores and sports practice; however, the time management is especially important for a team sport because when a child is late or unprepared for a game or meet, she's not just letting herself down, she's letting down the whole team.

PROBLEM SOLVING

Playing on a team can teach two kinds of problem solving: strategizing to beat the opponent and solving conflict among teammates. In the first, a child might work with his team to create plays to counteract the opponent's defense or the child might discuss making player substitutions to match the strengths of the opposing teams. In the second, he learns to compromise on disagreements with teammates. He can learn to communicate with a variety of children from different backgrounds, some who might be loud and bossy, and others who might be shy and submissive.

PATIENCE

Sometimes in team sports, waiting is the name of the game, and waiting teaches patience. On a softball team, a child waits for her turn at bat. On the swim team, a swimmer waits for her teammate to touch the wall so she can dive in and swim her leg of the race. Practice drills promote patience as the child waits in a line for her turn down the playing field. A child might also practice patience in helping and waiting for a teammate to learn a new play or master a new skill.

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Team-Building Exercises for Sports Volleyball



What Are the Benefits of Children Playing Sports?

Appendix D. Measures

This appendix details the various measurements taken during the experiment.

1. Manipulation checks

1a. Group salience

The manipulation check consisted of three items:

Figure 72. Group salience manipulation check items

Now please tell us how much you disagree or agree with the following statements:

1. I am aware that I am part of a specific group in helping with this research. (H/L)	Completely Disagree							Completely Agree
2. I and other people in my group share specific capabilities. (H/L)								
3. Knowing I am a member of a group has helped me complete these tasks today. (H/L)								

It should be added that although the three items are presented here, they were in fact combined within the main social identification (SI) items, rather being presented after all dependent variable measures. This was done in order to avoid a potential Type II error regarding the manipulation effect, with participants having just responded to the SI questions. Please see Appendix A for the actual display of the items.

1b. Group goal

The manipulation check consisted of three items. Concerns were noted with respect to item 2 due to face validity and levels of abstraction.

Figure 73. Group goal manipulation check items

Please read the following three statements and select the box which best describes the goal of this exercise today:

1. The goal of this research is to help abundance focus on :

Great Consumer Experiences ☐ ☐ ☐ Social and Environmental responsibility

2. We have been helping abundance with its commitment to:

Sustainability ☐ ☐ ☐ Consumers

3. We are involved in this research to help abundance to show its passion for:

Consumer Fun ☐ ☐ ☐ Responsible Living

2. Prosocial behaviours

Three pro-social behaviours were conceptualised within the model.

2a. Time to others/brand PSB1

This behaviour was measured via time markers placed on the survey. As such, once participants were within their allocated group salience condition, the time they took to complete the survey was recorded. Additional in-out markers were in place to acknowledge that the high salience condition received one more slide on each of the pre-initiative briefings. In addition, dwell time on the supporting articles was also recorded (total time, regardless of number of articles) as a second measure⁵¹.

2b. Money to others/brand PSB2

This question was asked after each initiative review (hence the discussion on possible decay rates for the main effects).

⁵¹ This second measure is used to give additional context to H2 within Main Effects

Knowing what you now know about the brand and product, if abundance ran this initiative as described, how likely would you be to buy the product? Please answer from the scale below:

Figure 76. Brand attachment measurement

1. In helping us today and carrying out this exercise, to what extent do you feel
abundancy is a part of you, and who you are?
2. In carrying out this research today, to what extent do you feel that you are
personally connected to abundancy?

Not at all Completely

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

4. Social identification

Social identification was measured using a reduced and altered 10-item scale (Ellemers et al, 1999). One item was removed (relating to affective commitment) as it referred to the out-group, and this would have been an invalid question for those in the low salience condition, since they knew only of their own group. Thus the scale was reduced to 9 items: self-categorisation, 3 items; affective commitment, 2 items; and group-based self-esteem, 4 items. In addition, minor text changes were made to two other items. The items are separated out below for clarity. Within the actual survey, the items were re-ordered. In addition, the group salience manipulation questions were interspersed (see description regarding group salience manipulation checks above).

Figure 77. Social identification measurement

1. During this process I have identified with other members of my group
2. I am like other members of my group
3. My group is an important reflection of who I am.
4. I would enjoy continuing to work with my group
5. I dislike being a member of my group
6. I think my group has little to be proud of
7. I feel good about my group
8. I have little respect for my group
9. I would rather not tell that I belong to my group

Strongly disagree Strongly agree

☐ ☐ ☐ ☐ ☐ ☐

5. Group inclusiveness and money to others outside the group (PSB4)

Although marginalised within the main study and subsequent analysis, screen shots for the group inclusiveness and PSB4 variables are shown here⁵². To reiterate, group inclusiveness was removed, as the manipulation was not effective. PSB4 data were reviewed tentatively, due to fears of an overly complicated and cumbersome operationalisation.

5a. Group inclusiveness

Increased access to the Charity Consortium (screen shots)








Figure 78. High group inclusiveness contact condition

As we mentioned earlier, abundance is working with a consortium of charities and foundations to deliver this initiative - The Charity Consortium (with a host of members, like WWF and Outward Bound Worldwide). In fact, the idea for the initiative has come directly from The Charity Consortium, with the view to launching the same type of initiative in countries where access to the natural world is even more restricted than in the UK.

Volunteers and employees within The Charity Consortium have been reviewing the idea, and have sent abundance some queries, questions or suggestions. In the spirit of collaboration, rather than us replying directly, we thought we'd share these with you, in case you were able to offer any insights, opinions or ideas. Anything you can add here may help these people make better decisions about the initiative.

If you think you can help, you can reply via the text box under each comment. Whatever you can add will go back directly to those who have sent us the comment. Any comments you submit will remain anonymous.

If you do not wish to respond to any of the queries, please just press NEXT to proceed to the next page.

  <p>'What sort of activities should be available on the holidays? Should they avoid anything that potentially 'interferes' with the environment? What are your thoughts on that?' Vanessa C.</p> <div data-bbox="349 1411 703 1509"></div>	  <p>'I like the idea of people somehow choosing where they want to go via the site - maybe an interactive map with information on each area, and where people can make their applications more specific to a region or place. Do people think that a good idea?' Lucy A.</p> <div data-bbox="826 1422 1181 1520"></div>
  <p>'Isn't going to be too hard for people to get three weeks off work to do this? Doesn't that make the whole thing impossible to do - who can get 3 weeks off work? It is better to make it a shorter holiday (1 week)?' Jonny P.</p> <div data-bbox="349 1762 703 1861"></div>	  <p>'Is this just for 'fit' young people, or would anyone be able to apply? I'm in my late 50s and would love to do this sort of thing - and I think there are many other 'grey hairs' who would like it. Is it a good idea to encourage these people to also apply?' Libby H.</p> <div data-bbox="826 1769 1181 1868"></div>

⁵² PSB4 is also shown within the main slide deck (Appendix A) but is repeated here alongside the group inclusiveness for clarity.

Manipulation check items

Figure 79. High group inclusiveness manipulation check 1

We'd now like to ask you a couple of questions specifically about the second initiative you looked at, and the involvement of the charities and foundations (the Charity Consortium).

1. Thinking back to Initiative 2 how much do you relate to the consortium group of charities and foundations, and their employees?

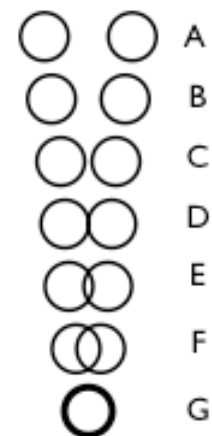
I feel very close - - - - - I feel very distant

2. Again, thinking about Initiative 2, how would you describe yourself in relation to those involved with the charities and foundation consortium?

- | | |
|-------------------------------------|--|
| a. We are all in the same group | Strongly Agree - - - - - Strongly Disagree |
| b. We are from two different groups | Strongly Agree - - - - - Strongly Disagree |
| c. We are all individuals | Strongly Agree - - - - - Strongly Disagree |

Figure 80. High group inclusiveness manipulation check 2

Finally, still thinking about Initiative 2, if you are represented by one circle, and the employees and volunteers of the charity consortium are represented by the second circle, which combination best illustrates how you see your relationship with the employees and volunteers?



5b. Money to those outside the group (PSB4)

Screen shots for the operationalisation of this construct.

Figure 81. PSB4 design in survey

OK, we're getting close to finishing now - thank you!

We're very grateful for your time and effort in helping us finalise our launch plans for abundance. We've also noticed that you specifically have spent more time than many others reading through material and offering your comments, thoughts and opinions. To thank you for 'going the extra mile' with us, we'd like to enter you into a draw for a further £10 incentive (alongside the £10 you are already receiving). If you are selected, this additional £10 will be on top of your main incentive.

As you know, for the second initiative, abundance is working closely with a consortium of charities and foundations that are committed to similar goals as abundance. If you are lucky enough to win this extra £10, we'd like to offer you the opportunity to share this additional payment with that consortium to help them meet their goal - we can make the payment directly to them when we finalise your incentive. Please select from the options below.

How you answer this question will not affect your chances of winning in any way.



- ☐ Me: £10 / The Charity Consortium: £0
- ☐ Me: £9 / The Charity Consortium: £1
- ☐ Me: £8 / The Charity Consortium: £2
- ☐ Me: £7 / The Charity Consortium: £3
- ☐ Me: £6 / The Charity Consortium: £4
- ☐ Me: £5 / The Charity Consortium: £5
- ☐ Me: £4 / The Charity Consortium: £6
- ☐ Me: £3 / The Charity Consortium: £7
- ☐ Me: £2 / The Charity Consortium: £8
- ☐ Me: £1 / The Charity Consortium: £9
- ☐ Me: £0 / The Charity Consortium: £10

Appendix E. Full artwork for the experimental brand

Although the mock-ups for the brand concept and the initiatives appear at various points within the main report, they are reproduced here for reference. Specifically, the following pieces are reproduced:

1. Concept board 1
2. Concept board 2
3. Initiative 1 (Just Add Nature)
4. Initiative 2 (Sporting Chance)
5. Initiative 1 reversed (Sporting Chance)
6. Initiative 2 reversed (Just Add Nature)

1. Concept board 1

Figure 82. Abundancy initial concept board 1



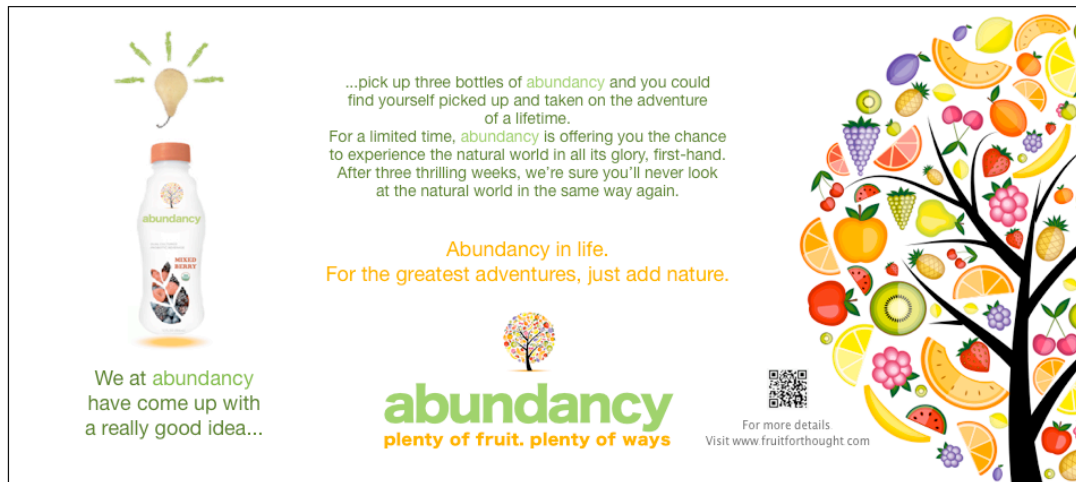
2. Concept board 2

Figure 83. Abundancy initial concept board 2



3. Initiative 1 - Just Add Nature

Figure 84. Initiative 1 - Just Add Nature



...pick up three bottles of abundance and you could find yourself picked up and taken on the adventure of a lifetime.

For a limited time, abundance is offering you the chance to experience the natural world in all its glory, first-hand. After three thrilling weeks, we're sure you'll never look at the natural world in the same way again.

Abundance in life.
For the greatest adventures, just add nature.

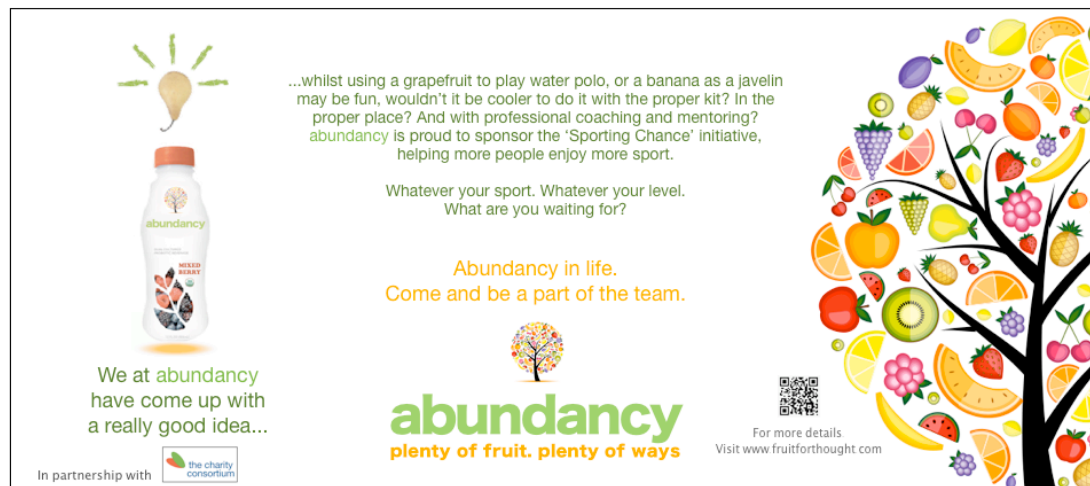
We at abundance have come up with a really good idea...

abundance
plenty of fruit. plenty of ways

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Visit www.fruitforthought.com

4. Initiative 2 - Sporting Chance

Figure 85. Initiative 2 - Sporting Chance




...whilst using a grapefruit to play water polo, or a banana as a javelin may be fun, wouldn't it be cooler to do it with the proper kit? In the proper place? And with professional coaching and mentoring? abundance is proud to sponsor the 'Sporting Chance' initiative, helping more people enjoy more sport.

Whatever your sport. Whatever your level.
What are you waiting for?

Abundance in life.
Come and be a part of the team.

We at abundance have come up with a really good idea...

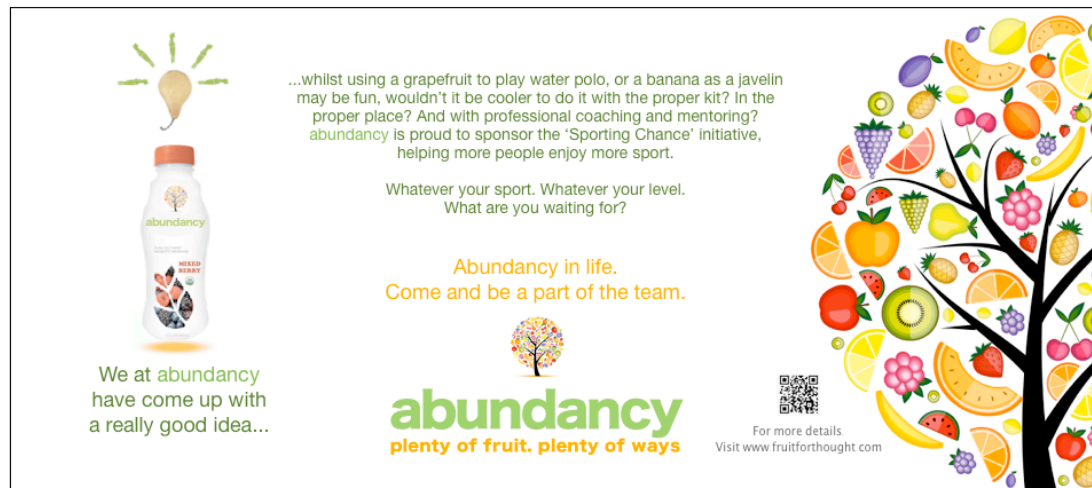
abundance
plenty of fruit. plenty of ways

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5. Initiative 1 reversed - 'Sporting Chance'

Figure 86. Initiative 1 reversed - Sporting Chance



...whilst using a grapefruit to play water polo, or a banana as a javelin may be fun, wouldn't it be cooler to do it with the proper kit? In the proper place? And with professional coaching and mentoring? abundance is proud to sponsor the 'Sporting Chance' initiative, helping more people enjoy more sport.

Whatever your sport. Whatever your level.
What are you waiting for?

Abundance in life.
Come and be a part of the team.

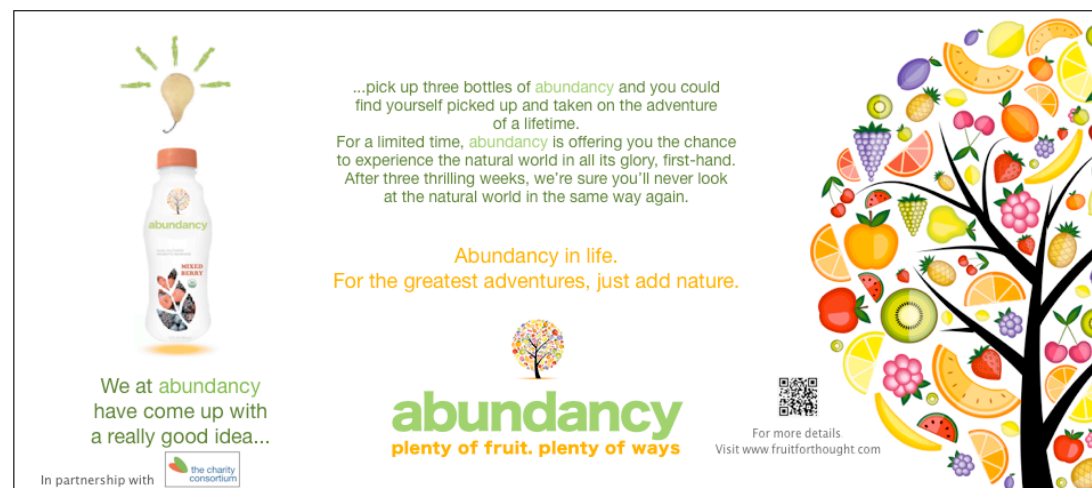
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6. Initiative 2 reversed - 'Just Add Nature'

Figure 87. Initiative 2 reversed - Just Add Nature




...pick up three bottles of abundance and you could find yourself picked up and taken on the adventure of a lifetime.

For a limited time, abundance is offering you the chance to experience the natural world in all its glory, first-hand. After three thrilling weeks, we're sure you'll never look at the natural world in the same way again.

Abundance in life.
For the greatest adventures, just add nature.

abundance
plenty of fruit. plenty of ways

We at abundance have come up with a really good idea...

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